ALTRON

Integrated Annual Report

for the year ended 28 February 2025



Strategic direction and progress

Our performance

Board and governance

Remuneration supporting performance

Sustainable value creation

Contents

01 Introduction	02 Group profile and value creation	03 Strategic direction and progress	04 Our performance	05 Board and governance	06 Remuneration supporting performance
02 About our report	03 Group at a glance	14 Message from our Chief Executive Officer	21 Chief Financial Officer's review	37 Message from the Chairperson	45 Remuneration supporting
02 Our report theme – Accelerated growth for impact	04 Altron in numbers05 Our business model	15 Progress on our strategic direction	23 Performance by segment	38 Our leadership structures	performance 48 Remuneration Policy
	07 Operating context			40 The Altron Board	52 Remuneration
	08 Our stakeholders				implementation Report
	09 Material risks and opport	tunities			53 Remuneration
	12 Material matters influent value creation	cing our			outcomes for Executive Directors



07 Sustainable value creation

08 Additional information

56	Report from the Social, Ethics and Sustainability Committee	66 66	Footnotes and Abbreviations Corporate information
58	Driving customer obsession		
59	Developing a		

Strategic response



Customer obsession

high-performance

culture

62 Deepening our ESG aspirations



Grow revenue



Improve operating leverage



Transformative growth



Risks areas



Strategic



Financial



Governance



Technology



Operational



Reputational

External



Strategic direction

and progress

About our report

 $\boldsymbol{\boldsymbol{\curlyvee}}$

About our report

Welcome to Altron Limited's (Altron's, the company's or the group's) 2025 Integrated Annual **Report (FY25)**

This report offers a comprehensive overview of the group's financial and operational performance for the financial year ending 28 February 2025. It also highlights our impact on the broader natural environment and society, showcasing how we have delivered value through our purpose.

Reporting standards and frameworks

This report has been prepared in alignment with the King IV Report on Corporate Governance for South Africa (King IV™), the International Financial Reporting Standards (IFRS) Foundation's Integrated Reporting Framework, and the Johannesburg Stock Exchange (JSE) Sustainability Disclosure Guidance.

The Board of Directors approved the use of these frameworks, following management's assessment that they remain current and relevant to Altron's position as a primarily South African company. These standards ensure a balanced representation of financial, governance and sustainability information.

This report serves as a standalone summary of the company's strategic direction and performance over the past financial year. Additional details, including audited financial statements, are available in the broader reporting suite.

Financial reporting complies with the Companies Act (Act 71 of 2008), the JSE Listings Requirements, and IFRS Accounting Standards.

The Altron group 2025 reporting suite

The full Altron group 2025 reporting suite consists of the following:

Audited Annual Financial Statements, which include:

- The Directors' Report
- The Audit and Risk Committee Report

Integrated Annual Report, which includes:

- The Remuneration Report
- The Social, Ethics and Sustainability report

Notice of Annual General Meeting

 \square

The King IV[™] Application Register



This report extends beyond financial and operational metrics to provide a comprehensive view of the environmental and social performance across all Altron group operations and divisions for the 12 months ending 28 February 2025. Financial data encompasses our operations in Australia, the United Arab Emirates (UAE) and Southeast Asia, while environmental data (specifically carbon emissions) is currently reported only for our South African operations.

Assurance

PricewaterhouseCoopers Inc. audited the Annual Financial Statements, which form part of the reporting suite. Their ungualified audit opinion can be found in our FY25 Audited Annual Financial Statements.

VOS Quantum Solutions independently verified our broad-based black economic empowerment (B-BBEE) level. Empowerdex verified the ownership section of our B-BBEE rating.

Trialogue confirmed our e-waste recycling figures. Although every effort is made to ensure the integrity of our broader environmental, social, and governance (ESG) data, this has not been independently verified.

Forward-looking statements

This report contains certain forward-looking statements relating to Altron's future plans, operations and performance. Such statements can be identified by words such as "anticipate", "expect", "plan", and "intend," and are not guarantees of, or commitments to, future actions, strategies or results. Subject to compliance with applicable laws and regulations, Altron does not undertake to update these statements after the publication of this report.

Board approvals

Altron's Company Secretary compiled this report with input from the executive management team, division leaders, Board Committee chairs and the Board Chairperson, whose insights offered a well-rounded view of Altron's internal and external operating environments over the year.

To ensure accuracy and reliability, all data in this report underwent an internal verification process, with financial data additionally subjected to an external audit for further assurance.

The Board and the Audit and Risk Committee had sufficient time to thoroughly review the report before approving it on 30 June 2025.

On behalf of the Altron Board

30 June 2025

× K

Our report theme

Accelerating growth for impact and the environment.

In a world marked by global uncertainty, rapid technological change and evolving societal expectations, our passion fuels a sharper strategic focus – one that prioritises sustainable impact and long-term value. This year marks a deliberate evolution, building on our foundational growth while accelerating towards sustainable progress. We are scaling what matters most – business activities that deliver measurable, lasting outcomes for our customers, our people and the world we operate in.

Our refined operating model, investment in future-fit capabilities and deeper integration of ESG principles into core decision-making and service offerings are helping us build a more inclusive, resilient and responsible business.

The image of a growing tree encapsulates this evolution. Last year's cover, with a rain-fed sapling, reflected the early stages of renewal and foundational growth.

This year's image – a mature canopy in full bloom – represents stability, upward momentum, and the deepening of our roots. It reflects how we are building on strong foundations, enhancing our growth trajectory, and evolving with purpose through disciplined execution and a shared purpose across the group.

We are passionate about our customers and about solving real-world problems – from the everyday to the epic. As a trusted partner in their digital journey, our purpose is clear: to use technology today to create a simpler, safer and smarter tomorrow. The value we deliver lies in our ability to harness the power of data, technology and human ingenuity to address the real needs of our customers across industries – enabling their growth, supporting a thriving economy and driving meaningful change.

At Altron, accelerated growth goes beyond financial performance – it is about amplifying our impact and creating lasting value across our business, society



 $(\bigcirc (\frown) \bigcirc (\bigcirc))^2$

Remuneration

supporting performance

Our stakeholders Material risks and opportunities Material matters

Group at a glance

About us

Altron is a proudly South African technology group. Since 1965, we have been harnessing the power of data, technology and human ingenuity to solve real-world problems. Our portfolio of businesses supports customers in equipping and enabling individuals across their organisations with the information and technology required to drive value creation.

Group profile

and value creation

Group at a glance

Why we exist

Altron exists to turn challenges into opportunities using human ingenuity and technology – with the ultimate goal of building a better, digitally inclusive future.

Our Mission

To be our customer's trusted partner on their digital transformation journey.

We are a trusted partner to 50% of the JSE top 100 companies, delivering critical national solutions across banking, retail and healthcare sectors.

Our purpose ≫

To use technology today to create a simpler, safer and smarter tomorrow



We help reduce complexity and create operational ease for our customers – this enables them to improve client experiences, power employee productivity and accelerate time to market.



Our technology keeps people, data and property safe. Whether in the real world or the digital realm, we are trusted to deliver solutions for a rapidly evolving business landscape.



Strategic direction

and progress

Our business model

Altron in numbers

We combine the power of data, technology and human ingenuity to create solutions that give more people access to new digital services, unlocking greater value for our customers and communities.

Our geographies

Our performance

As South African's original technology company, the majority of our operations are based in South Africa. In recent years, as part of our strategic operational realignment, we have divested from several African operations. This has resulted in a more focused international presence, particularly in the United Arab Emirates (UAE), where various Altron business units conduct business and Australasia, where Netstar delivers vehicle tracking and fleet management solutions.

Board

and governance

In addition, the ongoing strengthening of our global footprint has facilitated steady growth in the United Arab Emirates with the expansion to the Kingdom of Saudi Arabia and Southeast Asia, further enhancing our ability to serve customers in these expanding markets.

Although we have scaled back our direct involvement across the African continent, our strategic alliances with leading global technology vendors and solution providers have enabled us to maintain an indirect presence in key African markets. These partnerships not only contribute to revenue growth but also allow us to continue supporting customers in those regions. As part of its strategic growth initiatives, Altron FinTech has expanded its operations into Namibia.

Revenue from our operations

	FY25	FY24
South Africa	R8.9bn	R9.2bn
Rest of Africa	R326m	R382m
Australia	R282m	R314m
Rest of the world	R195m	R254m
Southeast Asia/Malaysia	R112m	R85m
UAE	R88m	R64m





Our guiding principles We have built our business on three solid principles guiding the mindset we adopt when

Purpose driven

approaching each interaction.

For six decades, we have harnessed the power of data and technology to transform today into a simpler, safer and smarter tomorrow.



We are a trusted partner that delivers critical national solutions to the public sector and many of South Africa's biggest brands. Growth focused

Where there is change, we see opportunity; we are here to help our customers redefine tomorrow's competitive landscape.



SOUTH AFRICA contributes **R8.9bn** revenue (FY24: R9.2bn)

Our impact

Every day, we impact lives in countless ways.

We power healthcare, financial technology, connectivity and South Africa's vital business infrastructure – all while safeguarding these businesses, their assets and their digital identities.

What truly fuels our passion is **Altron's 60-year legacy** of using distinctive South African ingenuity to find unique solutions to immensely complex and challenging problems.

B Watch the video <u>https://youtu.be/3lct4TbxE0U</u>



Here's to another 60 years of solving real-world problems

Original SA technology company

One of the best performing Stocks on the JSE in FY24



4th in Sunday Times Top 100 Companies Awards

⑤ (←) (☆) 3



Group at a glance CONTINUED



Altron in numbers

(including discontinued operations)

EBITDA ∧ R1 (FY24: R985m)

Cash generated from operations

DN (FY24: R1.6bn)

EPS **v**103 cents (FY24: (45) cents)

21

(FY24: 17)

Number of patents and

designs renewed

 \mathbb{P} E-waste recycled

174t (FY24: 136t) approximate weight of e-waste recycled across all operations

Continuing¹

<> R9.6bn (FY24: R9.6bn)

Revenue

Operating profit¹

2**m** (FY24: R650m)

HEPS **178** cents

(FY24: 103 cents)

B

Number of employees#

4 3 2 9

(FY24: 4 597)

EBITDA¹ ∧ R1.8bn (FY24: R1.4bn)

Cash generated from operations

(FY24: R1.5bn)

EPS **∧ 156 cents** (FY24: 95 cents)

> **a** Energy from renewables 819 723 kwh (FY24: 707 077 kwh)

Footnotes and abbreviations on page 66



Revenue 🗛 R9.9bn (FY24: R10.3bn)

Operating profit¹

∧ **R**81 7m (FY24: R187m)

HEPS

✓ 134 cents (FY24: (29) cents)

Final dividend

∧ 50 cents (FY24: 33 cents) ⑤ ⓒ ⊖ ⋒ 4

Introduction	Group profile and value creat	, , , , , , , , , , , , , , , , , , ,	direction ogress	Our performance	Board and governan	ice su	Remuneral supporting perf		Sustainable value creation	Additio
	Group at a glance	Altron in numbers	Our business model	Operating context	Our stakeholders	Material risks and op	opportunities	Material matters		

Our business model

Our unique model – combining platform businesses, IT services and distribution – gives us the breadth and depth to serve customers across our evolving landscape. It also enables us to scale solutions across multiple high-growth markets, while maintaining relevance, agility and reach.

Our inputs	Value drivers that help guide strategic decision making and value creation	Affected 💥	How our inputs were affected 🂥	Our key outputs
Financial	Strong financial position through optimised net debt ratio, effective working capital management, and consistent monitoring of sales and annuity revenue streams		 Global and economic pressure Technology distribution and the Al imperative 	 Revenue of R9.9bn EBITDA of R1.7bn Operating profit of R817m HEPS of 134 cps EPS of 103 cps
Manufactured/ Distribution	Robust infrastructure including data centres, cloud platforms, document solutions, and globally sourced electronic components	£} £ ♥ ® @	• Regulatory complexity and compliance	 Imported electronic components from across the globe for use in our integrated systems and distribution to customers Property footprint reduced from 98 000m² to 60 000m² to house our operations
Intellectual	Proprietary technical expertise, deep sector experience, strategic partnerships, and differentiated platform-based solutions	\$\$ \$ \$ \$	• Technology distribution and the Al imperative	 Registered 99 trademarks Renewed 21 patents and designs
Human	Scarce and specialised employee skills, institutional knowledge, and a high-performance culture	E I I I	• Regulatory complexity and compliance	 4 329 employees R86m invested in training and development
Social and Barelationship	Customer-obsessed culture, strong stakeholder relationships, and a commitment to compliance and sound governance	15 <u>i</u>	Societal expectations and need for inclusive growth	 NPS overall score of 50 CSAT overall score of 85% CES overall score of 84%
🧏 Natural	Environmental stewardship through a responsible business strategy, performance monitoring, recycling initiatives, and carbon footprint reduction		• Regulatory complexity and compliance	 174 tonnes e-waste recycled 819 723 energy from renewables

⑤ ← ⊖ ⋒ ₅



Our business model CONTINUED

Rooted in purpose, growing with impact



ging a fleet	 2m subscribers 2.4m connected devices in Netstar +70 total fitment centre partnerships +33 280 assets tracked in fleet bureau 226bn data points processed per annum.
	 150 000 point-of-sale terminals 40 000 retail point-of-sale lanes supported 300m financial transactions switched 200 000 active NuCard cards.
e hospital,	 15.6m patient records stored and secured 105m healthcare transactions switched annually 22 new corporate logos added 862 net new practice management customers.
the corner a bank s	 46 000 areas where we deliver field support One million office devices managed across South Africa Access to Xerox's state-of-the-art technology and solutions 17m identities protected to enable secure digital banking transactions more than 20m smart ID cards embedded with Altron Technology in circulation.
tware ts and iable	 Engineering team enhancing product development with clients Nvidia-powered solutions through partnership with Asus CEO Dashboard providing real time analytics and visibility into procurement and inventory trends.

(5) (←) (2) (6)

Introduction	Group profile and value creat		c direction progress	Our performance	Board and governand	ce	Remunera supporting per		Sustainable value creation	Ad
	Ŷ									
	Group at a glance	Altron in numbers	Our business mod	del Operating context	Our stakeholders	Material ris	ks and opportunities	Material matter	L2 L	

Operating context

During FY25, Altron operated in a rapidly evolving macroeconomic, geopolitical, and regulatory landscape.

Global and local developments continued to exert significant influence over our operations, stakeholder relationships, and ability to execute our strategy. The external context shaped short-term priorities and long-term positioning, requiring heightened resilience, agility, and innovation across the group.





Responding strategically to identified material matters

(For more information on how we determined our material matters, please see page 12)

This backdrop reinforced **macroeconomic and geopolitical uncertainty** as Altron's top-ranked material matter, directly influencing the group's revenue base, cost structure, customer engagement and strategic risk posture.

Altron's business model – anchored in digital transformation, customer-centricity and annuity-based income – remained resilient despite external pressures. Strategic actions during FY25 included expanding scalable offerings and strengthening the capital base, contributing to enhanced **financial stability** and continued progress on **customer obsession**.

Altron's strategic response has included proactive engagement with regulators, enhanced governance processes, and investments in compliance systems, supporting its material commitment to **complying with regulatory requirements and sustaining ethical conduct and corporate governance.**

These developments elevated the importance of **embedding an innovation culture, ensuring cyber resilience** and **building organisational resilience,** and **sustaining ethical conduct and corporate governance as** core strategic imperatives. In support of this, Altron's AI policy guides the responsible and ethical deployment of AI across the group.

These dynamics align closely with Altron's internal context and our ambition to be a purpose-driven organisation. We have deepened our focus on digital inclusion, financial empowerment, healthcare access, and SME development. These initiatives aligned with the group's material focus on **driving social impact and economic inclusion** and **providing a great place to work**, reinforcing our social licence to operate. The group also intensified efforts to **manage and reduce environmental impact**, recognising the dual imperative of regulatory compliance and long-term sustainability amid rising

Ir	ntroduction	Group profile and value creation	Strategic direction and progress	Our performance	Board and governa		eration performance	Sustainable value creation	Addit
			ron in numbers Our business n	nodel Operating context	Our stakeholders	Material risks and opportunitie	s Material matt	ers	
	_						Sti	ategic response	
Ou	r sta	keholde	ers					Improve operating leverage	÷
Stakel	nolder group	Key concerns		Engageme	nt				F
22	Investor	direction • Confidence	ing of our business model and in the effective execution of o return on investment	ur strategy • Our dediv	Is enable ongoing m hosted site visits for	investors, allowing them ons team ensures ongoing	cution and prog to experience of	ress against our objectives ur operations first-hand	(
Ś	Government	including B-I developmen Support for aligned with • Promotion o	n to economic transformation, BBEE, employment equity, and ht job creation and skills develop national goals of digital inclusion and infrastru ht, particularly in underserved a	I supplier build ICT • We work ment that enha socio-eco ucture • Altron co	skills, reduce youth closely with governr ance public service d momic development ntinues to drive its t	unemployment, and prepa ment departments and sta elivery, drive digital trans	are the workford te-owned enter formation, and c aintaining a stro	supports national efforts to te for the digital economy prises on technology project ontribute to South Africa's ng B-BBEE rating and investi lusive economic growth.	ts
Ó	Regulators	 timelines Compliance sector-speci 	compliance, reporting accuracy with the conditions of fic operating licences tion and cybersecurity complia	 Ongoing supporte Timely ar 	engagement with re d by training, monito	oring, and risk mitigation r	compliance and neasures	e requirements strong cybersecurity practic rdination between complianc	
	Our people	 Support for t Secure employ 	es to develop their skills heir broader communities oyment with competitive remu l inclusiveness	and a ref • Strength improvec • Redesign	reshed performance ened employee inte l onboarding, coachi	framework through the A gration, leadership enable ng, and HR systems nagement to align scoreca	ltron Way ment, and opera	, integrated talent developm ational efficiency through y, promote continuous	nent,
ౢఴౢౢఄం	Our custome	Service exce Service exce Affordability	lutions in underserved commu ellence y of offerings efferings that meet changing b	 Streamlir platform Leverage 	ned document qualit d customer feedbac l campaign effective	k analytics to enhance res	nrough the rollo ponsiveness and	ut of a centralised content	nt
R.	Upstream suppliers		rategic partnerships g customer service pwth	our custo service d	omers' needs. These elivery while expand de reliable, seamless	OEMs rely on us to do just ling their customer base	ice to their bran	vei, Nvidia and Cisco, to mee ds and exceed expectations s essential for society's norm	for
۲ آ ا	Downstream service providers	Developmer	service contracts nt opportunities ancial and business infrastructu	stable re • Strength financial • Advanced	venue streams and in ened enterprise dev support	nclusive economic particip elopment through access ent by investing in black-c	ation to infrastructure	stomer field support, ensuri e, mentorship, and tailored women-owned small busine	
I SA	Society	Opportuniti	ss in underserved areas es to limit environmental impa CSI initiatives within our broac s	cts • Advanced ler learning	data quality, and go d inclusive education partnerships and tal	vernance and digital skills develop	ment through su	ted by enhanced emissions Istained investment in strate onnected communities.	egic





Altron in numbers Group at a glance

Our performance

Board

and governance

Material risks and opportunities Material matters

Remuneration

supporting performance

7

 \odot

5

253

Material risks and opportunities

Strategic direction

and progress

Our risk context

Strengthening our risk management foundations

Since the appointment of the executive responsible for Enterprise Risk Management ("ERM"), we have enhanced our risk management framework ("ERM Framework") to ensure a more consistent, proactive and integrated approach across the group.

Kev enhancements include:

- Revision of the ERM Framework to align with leading practice
- Methodology updates to refine the assessment of probability, impact and risk ratings
- Definition of a formalised Altron Risk Universe, providing a consistent view of risks across the group
- Completion of a top-down executive risk assessments and bottom-up business unit risk assessments to capture both strategic and operational risks
- Drafting of a risk escalation and acceptance policy to strengthen governance and decision-making
- Estimation of a current risk-bearing capacity for the group.

Through the application of the updated framework, Altron has identified its top ten risks. Mitigation plans for these risks have been developed and are in progress. At the operational level, risk registers have been completed using the newly defined risk universe, ensuring alignment across all business units.

This more structured approach positions Altron to better understand and respond to the risks that could impact its ability to create and preserve value.

Understanding our business-specific risk context

While the external operating environment remains dynamic, Altron's internal risk landscape reflects a balance of strategic progress and proactive risk management. Our risk context is shaped both by the opportunities arising from effective strategy execution and the need to remain vigilant in a volatile and evolving external environment.

From a risk management perspective, it is essential to recognise that positive operational outcomes contribute to reducing risk exposure, while emerging risks highlight the importance of continuous monitoring, resilience and agility in execution.

Strategic progress

Our business model

- Continued profit growth despite macroeconomic pressures demonstrates the resilience of Altron's strategy and operational execution
- Altron FinTech has achieved significant growth, driven by increased adoption of digital payment solutions that enhance customer convenience and transaction speed
- Altron Document Solutions has delivered impressive recovery through resource realignment, innovation in paperless solutions and operational stability, validating the decision to reintegrate the business into the group
- Strategic progress has also been made through the successful divestiture of Altron Nexus, allowing sharper focus on core growth areas.

Emerging risks and challenges

- Netstar Australia is experiencing operational challenges, worsened by customer churn following network technology migrations, requiring a revision of its business strategy
- Global political and economic shifts have heightened the risk of inflation, supply chain disruptions and sanctions, reinforcing the need for dynamic risk management (please see our operating context on <u>page 7</u> for more information on our external context)

Building organisational resilience

Altron's risk management approach is underpinned by a strong commitment to organisational resilience. Moving away from silo-based practices, the group has adopted an integrated business resilience framework that encompasses:

- Emergency response planning
- Crisis management and communication
- Business continuity planning (BCP)
- IT service continuity management.

Throughout the period, Altron maintained 98% BCP compliance, demonstrating the effectiveness of its business continuity strategies. Successful crisis simulations – including responses to cyber breaches and scenarios of potential civil unrest – were conducted across all operations. In addition, tailored emergency response plans were developed to address specific threats such as acts of violence or intimidation, further strengthening the group's operational preparedness.

These resilience initiatives have enabled Altron to meet critical supplier requirements and enhance the confidence of key stakeholders.

Altron risk universe

External risk

- Macroeconomic risk
- Geo-political and social risk
- Competition risk
- Legal/regulatory risk

6

Reputational risk

- Stakeholder risk
- Marketing and
- communication risk

Operational risk

- Continuity risk
- Customer experience risk
- Human capital risk
- Product/service risk
- Third-party/supply chain risk
- Environmental and social risk • Sales and distribution risk



- Strategic risk
- Growth risk
- Innovation risk
- Concentration risk

Financial risk

- Liquidity and funding risk
- Market risk
- Taxation risk
- Financial and reporting risk
- Financial management risk

Δ

Governance risk

• Ethics risk

3

- Compliance risk
- Fraud and financial crime risk
- Internal controls risk
- Corporate governance risk

 Information technology risk • Information security risk

Technology risk

 $(\bigcirc) (\leftarrow) (\rightarrow) (\textcircled{a})$ 9



Our key strategic risks and opportunities

To provide a consistent and comprehensive view of risk across the group, Altron has defined a formal risk universe, as detailed on the previous page. Building on this foundation, we identify and prioritise a smaller set of key strategic risks and opportunities that are most material to the group's current strategy, operating environment and performance objectives. These key risks represent the practical manifestation of broader risk categories and are selected based on their potential impact on enterprise value, stakeholder confidence and long-term sustainability. Each key risk is actively monitored and managed, with defined mitigation actions and opportunities to support strategic execution and resilience.

RISK 1:

Execution of strategic objectives and future growth

Description

actions

Mitigating

Altron's primary focus is growth, with strategic imperatives encompassing growing revenue, improving operating leverage and transformative growth. Innovation is key to achieving transformative growth. Diversifying our client base is critical to avoiding impediments that could hinder the achievement of our ambitious growth objectives.



- Our strategy is well communicated and embedded into the business
- Each business unit has developed robust programmes to monitor the execution of strategic initiatives
- Innovation remains at the core of future growth and focused initiatives are in progress
- Financial oversight correlates with our growth trajectory
- Each business unit has drafted strategies to reduce concentration in markets, clients and suppliers
- We are placing specific focus on managing relationships with large customers by applying our customer obsession strategies.

Opportunities

Challenges continue to present opportunities to streamline operations, enter new markets and leverage strategic projects to innovate and drive market expansion. The rapid evolution of technology creates opportunities for innovative product offerings, enabling the development of advanced and ethical AI solutions that set industry standards and enhance customer experiences.



RISK 2:

Growing regulatory and compliance pressure

Description

Altron's business operations/units (in particular Altron FinTech, Netstar and Altron HealthTech) are subjected to various laws and regulations. New regulations have been introduced or amended, adding onerous obligations to achieve compliance. Expansion into global markets further exposes Altron to foreign jurisdictional laws, increasing the cost of compliance.

PRINCIPAL RISK AND RELATED RISKS: Governance risk (Compliance risk, Internal controls risk)

Improve operating leverage

Material matters



Comply with regulatory requirements

Sustain ethical conduct and corporate governance

- Stringent controls have been implemented in highly regulated environments such
- Compliance with internal policies is enforced and transgressions are dealt with appropriately
- Proactive participation in broader government and regulatory bodies to shape regulatory requirements.

Opportunities

as the platform business

Proactively engaging with regulators could influence assurance measures that impact customers and services. Continual review of the control environment presents opportunities to enhance and introduce more efficient controls.





- Cyber resilience programme continues to enhance Altron's security control and assurance framework
- Adoption and rollout of the Center for Internet Security (CIS) framework
- Continuous security assessments against industry standards
- Outsourced and enhanced security monitoring centre for proactive cybersecurity monitoring and response
- Comprehensive business continuity management, including cyber-attack simulations.

Opportunities

Strengthening our resilience programmes offers Altron the opportunity to be a resilient market leader, offering best-in-class services and creating additional revenue streams.



Introduction	Group profil and value creat		direction ogress	Our performance	Board and governar	nce	Remunera supporting per		Sustainable value creation
	Group at a glance	Altron in numbers	Our business mode	el Operating context	Our stakeholders	Material ris	sks and opportunities	Material matters	s

Our key strategic risks and opportunities CONTINUED

ternal pressures	PRINCIPAL RISK AND RELATED RISKS: External risk (Macroeconomic risk, Geopolitical	Efficient and effective operations	PRINCIPAL RISK AND RELATED RISKS: Operational risk (Human capital risk, Supplier chain risk)
Description Altron is attuned to the broader economic context, governance dynamics and infrastructure nuances. South Africa's socioeconomic pressures and global political shifts continue to influence Altron's operational landscape, impacting operations and takeholder relationships.	and social risk) Material matters MM1 Macroeconomic and geopolitical uncertainties	Description At the heart of Altron's ethos is a group-wide dedication to customer obsession. By placing customer experience first, we aim to elevate service delivery to new heights across all divisions. Attracting and retaining critical talent continues to challenge some business units, while supply chain integrity is vital to maintaining service quality and profitability.	Material matters MM3 MM5 MM7 Entrench customer obsession Providing a great place to work Building organisational resilience
 Regular monitoring of changes in economic environ Consulting with advisers regarding the impact of the Regular stress analysis to cover specific economic stress actions. 	ne current operating environment	 Employee development and training programmes Technology and innovation in human resource manage Addressing scarcity of skills Organisational structure review Improvement programmes for supply chain and thirde Broadening Altron's diversity of supplier ecosystems Placing unrelenting focus on service improvement initial 	-party management processe

Strategic response

Strategic response



 \mathcal{Z}

Strategic re

S 🗢 🔿 🏠 11





Material matters influencing our value creation

Determining what is material

We apply a double materiality lens in identifying and prioritising material matters, consistent with our integrated thinking approach and combined report format. This considers both the financial implications of sustainability-related issues on our enterprise value (financial materiality) and our broader impacts on society, the economy and the environment (impact materiality). For FY25, we followed the process outlined below:







Altron in numbers

Group at a glance

Our stakeholders Material risks and opportunities Material matters

Remuneration

supporting performance

Material matters influencing our value creation CONTINUED

Strategic response



FY25 material matters

To reinforce our integrated thinking approach, each material matter below is presented alongside its corresponding strategic response and alignment with Altron's ESG pillars. This connectivity demonstrates how our materiality process is embedded within our broader business model, linking the external operating context, stakeholder expectations and identified risks and opportunities directly to strategic action. By making these linkages explicit, we highlight how our material matters not only emerge from an understanding of the environment in which we operate, but also guide our strategy execution, strengthen our resilience and contribute to sustainable value creation over time.





Transformative growth 🙎 Customer obsession



Grow revenue

Providing a great place to work A high-performance culture is embedded through the Altron Way, which champions company values, behaviours, innovation and employee engagement. Initiatives to create enabling work environments, offer fair and equitable remuneration, enhance employee wellness and build leadership capacity ensuring Altron remains an attractive employer for world-class talent in a competitive global skills market. Empowering our people Drive social impact and economic inclusion Expanding digital access, fostering financial inclusion, and empowering SMEs are core to Altron FinTech's social impact agenda. Furthermore, Altron's initiatives in STEM education, affordable digital health solutions and small enterprise development, drive community

Facilitating digital transformation

upliftment and sustainable economic renewal



across target markets.

Introduction

and value creation

Strategic direction and progress

Message from our Chief Executive Officer

Our performance

Progress on our strategic direction

Board

Message from our **Chief Executive Officer**

With a focused strategy, integrated platforms, and cross-business collaboration, we're capturing high-growth opportunities and scaling solutions that matter. 🗾

WERNER KAPP Group Chief Executive Officer

Q: Altron reported a strong set of financial results. What enabled this performance?

A: Our performance this year is the result of the consistent execution of the strategy we communicated two and a half years ago. Customer obsession has been at the heart of what we do. It is our mission to be our customers' trusted partner on their digital transformation journeys. To achieve this, we have invested heavily in understanding our customers, refining our solutions, revitalising our brand, and enhancing our go-to-market approach.

This approach has been embraced across all our businesses, resulting in improving the quality of our revenue to drive higher margins. In addition we have grown our annuity revenue to 63% of our revenue base. We have also focused on our operating costs, which has greatly improved our operating leverage.

The result is higher-quality, more resilient earnings. This is evidenced in our EBITDA for the period, which increased by 27% to R1.8 billion, alongside a 50% rise in continuing operations operating profit to R972 million. We maintained our strong cash flow from operations with a 23% increase to R1.9 billion.

Q: You've spoken before about the journey Altron embarked on in 2023. How would you describe the group's current state in relation to your stated ambitions?

A: When we introduced our strategy in 2023, we set a clear ambition – to become the leading platform and IT Services business in our chosen markets. Two years on, that vision is well advanced, and we now have a focused portfolio of businesses aligned with our strategic direction.

Today. Altron is firmly positioned at the centre of the digital revolution. We operate in industries undergoing rapid transformation, from fintech and digital health to cybersecurity and IoT-based fleet asset management. These sectors are growing at double-digit rates, and we've deliberately positioned our businesses to capture this growth. As AI moves into the mainstream and digital solutions become business-critical, we believe our relevance will only increase.

Our unique business model, combining Platforms, IT Services, and Distribution, gives us the breadth to participate across this landscape and the depth to scale integrated solutions. Over the past two years, we've implemented profit improvement strategies and target operating models to address underperformance, built scalable platforms, repositioned our IT Services proposition, and leveraged cross-group collaboration to enhance customer value. These internal synergies, such as Altron HealthTech partnering with Altron Digital Business or Netstar leveraging Altron FinTech's collections platform, have enabled us to retain value within the group and accelerate innovation. Segment results, covered in the CFO's review and the strategy section to follow, affirm that we are on the right track.

Q: How has the leadership team adapted to drive this transformation, and what was your personal focus as CEO?

A: A transformation of this scale requires both strategic clarity and cultural commitment. This has included making tough portfolio decisions while doubling down on growth areas that align with our strategic direction, supported by targeted capital investment (see the CFO's review for more information).

As a leadership team, we've focused on embedding a high-performance culture, one that prizes accountability, customer centricity, and adaptability. We've aligned leadership development, performance management, and incentive frameworks to reinforce this shift. Achieving Top Employer certification for the first time this year reflects our continued progress in creating a leading employee experience.

Personally, I've spent significant time with customers, employees, and partners – listening, learning, and challenging our people to think beyond incremental improvement. My focus has been on ensuring we become a truly integrated technology business. This requires stronger interdependencies, more shared value creation, and a culture that supports performance without losing our sense of purpose. I'm truly inspired by the progress we're making and the enthusiasm throughout the organisation to welcome meaningful change.

Q: You referenced tough portfolio decisions as part of the transformation. What have these entailed, and how are they shaping the group's strategic direction?

A: Over the past two years, we've taken deliberate steps to align our portfolio with our long-term strategy and performance objectives. This has meant making difficult calls where necessary – exiting non-core operations while reinvesting in assets that support strategic growth.

Altron Document Solutions, previously classified as a discontinued operation has been reintegrated into the group following a review of strategic alternatives. The business has delivered a strong turnaround performance, marked by improved revenue quality, enhanced cost discipline, and a material uplift in profitability for the year.

At the same time, we've progressed the exit of Altron Nexus through a management buy-out. This will enable us to reduce portfolio complexity and focus more fully on scalable, annuity-led businesses where we hold a clear competitive advantage. While the transaction is not expected to generate proceeds, it does remove ongoing losses and transfers all associated debt. allowing the group to redeploy our resources more effectively.

These shifts are part of a broader effort to simplify, strengthen, and futureproof our portfolio, ensuring that every business within the group contributes meaningfully to sustainable growth and stakeholder value.

Q: What gives you confidence in delivering sustainable shareholder returns?

A: We've built a model that is scalable, annuity-led, and capital efficient. In line with our guidance, we're focused on unlocking further margin expansion, growing our data-driven services, and continuing investment in our platform businesses to drive growth.

Our performance over the last two years affirms the strength of our strategy We've doubled operating profit in two years, increased HEPS from 73 to 178 cents, grown dividends from 35 to 90 cents, and lifted ROIC to 19%, well above our cost of capital. With R993 million in net cash and strong EBITDA-tocash conversion, we have both the strategic ambition and the financial means to deliver sustained shareholder value.

At the same time, we are realistic about the challenges in our external environment. Economic and political uncertainty, both locally and globally, have dampened customer decision-making, particularly in the IT Services space. While foundational changes in Altron Digital Business are starting to show results, corporate and public sector spending remains cautious. Netstar's Australian operations also remain in turnaround, and we anticipate a gradual recovery.

We are also mindful of other potential risks, including the impact of import tariffs that could raise costs across our hardware and integrated solutions supply chain. Although we have not yet experienced material disruption, we are actively monitoring developments and have mitigation measures in place to ensure operational continuity and protect stakeholder value.

We've achieved our +19% operating margin target in Platforms and will continue to invest in our platforms to support growth. In IT Services, we are committed to our medium-term target of +7%.



Group profile

Q: You mention three horizons (foundational growth, accelerated growth and transformative growth) what does transformative growth mean to you?

A: The strategy we set in motion two years ago, together with the growth-focussed investments we have made since then, has underpinned Altron's performance. Our three growth horizons are not linear stages that occur one after another. Instead, they are interconnected and progress in parallel. The same actions that drive foundational strength and accelerated growth are simultaneously laying the groundwork for, and in some cases already delivering, transformational outcomes across the group.

We look at transformative growth through five key lenses. Firstly, we are expanding our current platform ecosystem and creating network and flywheel effects, for example, through our Netstar Fleet Bureau and its impact on our enterprise business. Secondly, embedding AI throughout our operations and those of our customers enhances our decisionmaking and our ability to interpret data, enabling us to respond more effectively to our customers' needs. Thirdly, we seek to strategically allocate capital to acquisitions in areas where we can drive a sustainable competitive advantage. Fourthly, we are leveraging and monetising the deep pools of data we have across the group, for example, our oncology partnership with Omnisient in Altron HeathTech. Lastly, we focus on how we can most effectively deliver our full suite of solutions to our customers.

In short, what gives me confidence is not just the financial uplift our strategy has already demonstrated, but the alignment and cultural momentum behind it. We're in the right markets, with the right capabilities and are executing a strategy that is delivering tangible results.

Q: Any final thoughts?

A: I'm incredibly proud of the progress we've made in a short time. We've sharpened our portfolio, improved our quality of revenue and earnings mix, strengthened our performance culture, and delivered results that speak for themselves. The market has taken note: we were ranked fourth in the Sunday Times Top 100 Companies Awards and recognised as one of the best-performing stocks on the JSE.

This performance reflects disciplined execution and a clear strategic focus, enabled by the dedication of our more than 4 000 employees across the group. I extend my sincere thanks to each one of them, as well as to our customers and partners for their continued trust, our shareholders for their support and confidence, and our Board for their consistent guidance through this period of strategic transformation. Altron is today a more focused, resilient, and integrated business thanks to each one of these relationships.

Looking ahead, our ambition is to drive progress that delivers a meaningful and lasting impact. From shaping safer cities and extending healthcare access to promoting financial inclusion and reimagining digital infrastructure, we remain committed to harnessing technology to build a simpler, safer and smarter tomorrow.

 $(\bigcirc (\leftarrow) \bigcirc \bigcirc \bigcirc 14$

Introduction	Group profile and value creation	Strategic direction and progress	Our performance	Board and governance	Remuneration supporting performance	Sustainable value creation	Addi
		Message from our Chief Executive Off	icer Progress on our strateg	ic direction			

Strategy update

Well positioned in high growth industries



* Source: IDC 5-year CAGR for the META market growth in each sector (FY23 – FY28)

⑤ ← → ⋒ 15

Cloud Computing SG RPA

The leading platform and IT services business in our chosen markets



Strategy update CONTINUED



Strategy | Strategy execution delivering sustainable growth



Unpacking our progress

Over the past two years, we have made notable progress in executing our strategy to become the leading platform and IT services business in our chosen markets. Recognising the acceleration of digital transformation across industries, this strategy positions Altron to capitalise on structural shifts driven by technologies such as AI, cloud computing, and data analytics. By building scalable platforms, deepening IT services capabilities, and leveraging our distribution expertise, we have aligned our model to meet evolving customer needs. Our strategic growth levers, customer and ESG focus areas, and core enablers deliver tangible value and set a solid foundation for long-term growth.

This progress is guided by Altron's ESG Sustainability Framework (see page 20), which underpins how we deliver on our strategy. The framework articulates five ESG pillars – from Building organisational resilience and Empowering our people to Facilitating digital transformation, Embedding diversity and inclusion, and Managing and reducing environmental impact. These priorities are not separate from our business strategy but embedded across our growth levers, focus areas, and enablers, influencing how we innovate, invest, and create shared value over time.

Execution driving performance

By executing against our strategic growth levers and embedding our focus areas of customer obsession and ESG into daily operations, Altron has delivered a step change in performance. These outcomes have been enabled by disciplined capital allocation, collaboration across business units, and the development of a high-performance culture. Together, these elements have translated strategy into measurable results, with improved profitability, stronger returns, and enhanced organisational resilience.

(5) ← → (6) 16



Strategic direction

Message from our Chief Executive Officer

Progress on our strategic direction

Strategy update CONTINUED

Three growth levers

Grow revenue

Growing revenue, particularly annuity revenue, is crucial for Altron's expansion and ability to invest in new technologies and markets. A strong annuity base enhances earnings predictability, supports long-term investment, and reduces dependence on project-based income. This growth also signifies Altron's successful adaptation to market demands and our ability to innovate at scale.

Performance during the year

Driving high-quality, profitable revenue was achieved through customer-focused solutions, a refined goto-market strategy, and disciplined sales execution.

- Our Platform businesses delivered 12% growth off a high base, driven by annuity revenue and improved operating leverage
- IT Services generated R5.1 billion in revenue, down 6% primarily due to the sale of the ATM business². Excluding this impact, revenue was flat; however, we exited loss-making contracts and replaced them with more margin-accretive contracts, positioning the segment for improved profitability going forward
- Despite a 17% revenue decline to R669 million amid a global downturn, our Distribution segment preserved profitability and achieved a modest gain in market share through cost discipline and sustained customer-focused innovation – an encouraging outcome in a tightening industry environment.

Pleasingly, group-wide annuity revenue from continuing operations now exceeds R6 billion, representing 63% of total revenue, a 10% improvement when adjusted for the ATM business² disposal.

Focus for FY26

Sustain focus on high-margin, annuity-based growth; deepen vertical penetration and expand integrated customer solutions.

 $\boldsymbol{\boldsymbol{\aleph}}$

Improve operating leverage

Improved operating leverage reflects our ability to manage costs and extract higher profit from revenue growth. It highlights ongoing operational efficiency and disciplined resource allocation, enabling the group to grow earnings faster than revenue.

Performance during the year

We drive operating leverage through two key levers: a focus on gross margins and disciplined management of operating expenses.

- Over the past two years, we have improved gross margin by 7 percentage points, reaching 40% in FY25
- At the same time, we reduced operating expenses by 4% while maintaining our operating expense margin at approximately 30% despite the impact of Altron Document Solutions provisions in the prior year

This reflects strong cost discipline and effective margin management across the group.

 $\boldsymbol{\boldsymbol{\bigtriangledown}}$

Continued focus on profitable revenue, cost

digital tools and improved sales execution.

discipline and platform efficiency, supported by

Focus for FY26

Transformative growth

Board

and governance

Transformative growth enables Altron to maintain a competitive edge in a rapidly evolving technology landscape. It involves developing new products. services, and business models that cater to the future needs of our customers.

Performance during the year

- We advanced our transformative growth agenda by scaling our platform ecosystem and unlocking value from group-wide data assets to strengthen customer propositions
- AI has been embedded across our businesses to support product innovation, operational efficiency, and smarter decision-making
- We continue to pursue strategic acquisitions aligned with high-growth verticals and emerging technologies
- We also made progress in monetising data, with early success in HealthTech through our partnership with Omnisient and new commercial use cases developed in marketing, education and risk.

Focus for FY26

Scale our data offerings, expand cross-business synergies, and drive value through integrated platforms and strategic partnerships.

 $\boldsymbol{\boldsymbol{\curlyvee}}$

Two focus areas

Customer obsession

Understanding our customers' central role. our service offerings, enhancing their experience and ensuring our growth aligns with their evolving needs.

Performance during the year

- embedded in monthly performance reviews
- The rollout of Templafy improved document quality and saved over 6 000 hours of manual effort
- We analysed over 35 000 feedback points using Lumoa, enhancing responsiveness and brand alignment
- A unified campaign platform enabled smarter engagement, while AI-driven content tools supported sales agility





Deepen customer-centric culture and expand CX analytics capabilities across all operating companies. ESG

Sustainable business practices aligned to ESG principles we have diligently worked to integrate their feedback into support long-term resilience, stakeholder trust and regulatory compliance.

Performance during the year

- Standardised customer experience (CX) metrics are now We achieved a 10% reduction in our carbon footprint in FY25 and made progress in climate disclosure, with our CDP score improving from a D to a C – reflecting enhanced emissions tracking, data quality, and governance
 - We continued to invest in inclusive education and digital skills development through initiatives such as the Ascent Education Trust, PROTEC partnership, and learnership programmes – collectively supporting hundreds of black learners, graduates, and employees
 - Workforce equity remained a priority, with 83% of new hires being black and 25% black women, while our diversity and inclusion campaign, Be Your Epic Self, reinforced cultural belonging.



Focus for FY26

Expand ESG disclosures, reinforce data ethics, and integrate sustainability into innovation and operations. We will also scale inclusive digital education by implementing the MathU programme, an AI-driven platform supporting mathematics and science proficiency among high school learners, focusing on the dependants of Altron employees.



 (\bigcirc) (\leftarrow) (\rightarrow) (\bigcirc) 17

Introduction	Group profile and value creation	Strategic direction and progress	Our performance	Board and governance	Remuneration supporting performance	Sustainable value creation	Ado
		Message from our Chief Executive C	Officer Progress on our stra	egic direction			



dditional information

ALTRON Integrated Annual Report 2025

(5) ← → (6) 18

Introduction	Group profile and value creation	Strategic direction and progress	Our performance	Board and governance	Remuneration supporting performance	Sustainable value creation	
		Message from our Chief Executive (Officer Progress on our str	tegic direction			

Strategy update CONTINUED

An example of the powerful benefits of differention through collaboration when servicing our retail customers



Supporting retail agility in a disrupted economy

Retail is a demanding and dynamic sector where success hinges on speed, customer experience, and cost control. Altron works alongside South African retailers to address the real-world pressures they face, including rising operational costs, outdated infrastructure, and the need to deliver seamless customer experiences across digital and physical channels. Rather than offering one-size-fits-all solutions, Altron delivers modular, scalable retail platforms that help businesses operate smarter from the ground up.

Altron Digital Business plays a central role, delivering scalable, modular platforms that support smarter store operations, enable seamless omnichannel experiences, and reduce capital strain through our retail-store-as-a-service model. These solutions are underpinned by Smart Retail Support Services, providing 24/7 maintenance and proactive issue resolution to ensure operational continuity.

Complementing this, Altron FinTech enables secure, efficient payment and collection systems, while Netstar supports logistics and distribution through advanced telematics, asset tracking, and big data insights. Altron Security ensures robust protection of customer data and IP, and Altron HealthTech enhances pharmacy retail logistics, customer engagement, and health plan administration. Our Retail Software Factory further customises applications to meet unique client needs – from inventory optimisation to personalised loyalty programmes – helping retailers drive growth in a highly competitive landscape.

This integrated approach has been well received in the market. In recent months, several engagements with major corporates have seen multiple Altron operating companies present jointly, reflecting a unified capability that sets us apart. Through this collaboration, we are helping retailers become more resilient, responsive, and future-ready, delivering real value and living our purpose of applying technology and ingenuity for good.

Strategic direction

and progress

Message from our Chief Executive Officer

Our performance

Progress on our strategic direction

Remuneration supporting performance

Sustainable value creation

Strategy update CONTINUED

ALTRON SUSTAINABILITY FRAMEWORK

Altron integrates its sustainability framework into its overall strategy by aligning its business objectives with the five core sustainability pillars. These pillars guide decision-making across the group, ensuring that long-term value creation, responsible innovation, and inclusive growth remain central to our operations. By embedding these principles into strategic planning and execution, Altron strengthens its ability to adapt to change, drive stakeholder value, and support sustained financial performance and long-term shareholder returns.

01

Building organisational resilience

Objectives

prioritising Initiatives we are



by embracing a high-performance culture that prioritises innovation.

- Deepening cross-functional collaboration to unlock innovation at scale
- Evolving leadership capability to meet future demands
- Enhancing employee engagement to retain and grow critical talent.

02

Empowering our people

Mechanisms to encourage engaged employees, ongoing learning and development, ensuring employee wellness and fair and competitive remuneration.

- Continue to embed the *Altron Way* by aligning leaders with our strategic purpose and performance ambitions
- Streamline the scope of our employee value proposition to enhance key existing elements such as:
- Career growth and internal mobility
- Learning and development
- Recognition and employee wellbeing.

03

Facilitating digital transformation

Driving technological innovation by elevating customer experience and accessibility of digital services.

Focusing on community upliftment by enhancing community's digital access and driving technological innovation.

- Expanding access to digital financial services and encourage broader participation in digital economies
- Improving access to digital healthcare solutions
- Investing in education and skills development, with a focus on STEM subjects to empower our community with the capabilities needed to thrive in a digital future.

04

Embedding diversity and inclusion

Fostering a diverse and inclusive work environment through diverse management structures and a culture of belonging and transparency.

- Continue to grow our bursary programmes
- Sustained investment in targeted skills and development spend
- Active monitoring of our employment equity performance against legislative targets.

Enablers

Good governance structures and sustainability champions

Partnerships across our value chains

Increasing company-wide awareness of ESG



05

Managing and reducing our environmental impact



Monitoring climate risks, adopting renewable energy solutions, managing waste, reducing water consumption, and considering sustainable supply chains.

- Reduce GHG emissions through energy efficiency and increased use of renewable energy across the Group
- Conducting supplier ESG risk surveys to support the development of a Group-wide ESG risk framework
- Maintain/improve CDP rating
- Business units to lower operating expenditure while reducing emissions and resource usage
- Strengthening sustainability governance.

Leveraging our people's passions

Introduction

Chief Financial Officer's review

Board

Performance by segment

Message from our **Chief Financial Officer**

V

Altron delivered a solid financial performance for the year, with continued execution of its strategy and a focus on higher-margin, quality revenue supporting improved profitability. 🗾

CAREL SNYMAN, Group Chief Financial Officer

CONTINUING¹ REPORTED

Overview

I am pleased to present a strong set of financial results that highlight our commitment to strategic growth and operational efficiency.

This year, our operating profit¹ from continuing operations rose by 50% to R972 million, despite stable revenue year-over-year, demonstrating the success of our strategic focus on higher-margin revenue streams and disciplined execution across the group.

Our strong cash generation and solid balance sheet have enabled us to maintain our dividend payout policy of at least 50% of HEPS from continuing operations. In recognition of our improved performance, the Board has approved a final dividend of 50 cents per share, representing a 52% increase, and bringing the total dividend for the year to 90 cents per share.

Our growth strategy is centred on maximising profitable revenue, supported by initiatives such as customer-centric solutions, a focused goto-market approach, sales excellence programmes, and strategic partnerships.

Salient features – Continuing operations¹

- Strong growth in profitability, primarily driven by the Platforms segment
- R9.6 billion revenue, flat compared to last year, impacted by the sale of the ATM Business². Excluding the ATM Business², revenue grew 3%
- R1.8 billion EBITDA, up 27%
- R972 million operating profit, up 50%
- 178 cents HEPS, up 73%
- 156 cents EPS, up 64%.

Salient features – Group

- R9.9 billion revenue, down 4%, primarily due to the sale of the ATM Business² and a decrease in revenue at Altron Nexus after its restructuring. Excluding the ATM Business², revenue reduced by 1%
- R1.7 billion EBITDA, up 69%
- R817 million operating profit, up over 100%
- R993 million net cash and cash equivalents, up 58%
- 134 cents HEPS, up over 100%
- 103 cents EPS, up over 100%
- 50 cents per share final dividend, up 52%.

R million Revenue EBITDA⁴ Operating profit⁴ Net profit after tax HEPS EPS

GROUP (including discontinued operations)

R million	FY25	Previously published FY24	Restated FY24 ³	% change ³
Revenue	9 931	10 325	10 325	(4%)
EBITDA⁴	1 667	985	985	+69%
Operating profit⁴	817	210	187	>100%
Net profit after tax	415	(141)	(147)	>100%
HEPS	134 cents	(25) cents	(29) cents	>100%
EPS	103 cents	(43) cents	(45) cents	>100%
Final dividend	50 cents	33 cents	33 cents	+52%

Notes:

2. The ATM Business of Altron Managed Solutions was sold effective 1 July 2023, with four months trading included in the comparative results.

- 4. Capital Items excluded from EBITDA and operating profit comprise loss and costs on disposals, impairments, capital rental devices written off, and lease modifications and terminations where applicable
- 5. The information in the Outlook section has not been reviewed or reported on by the Group's auditors.

(5) (←) (→) (Ω 21

The continued expansion of our platform ecosystem necessitates ongoing investment, which we are well-positioned to support through robust operating cash flows.

FY25	Previously published FY24	Restated FY24 ³	% change ³	
9 588	8 250	9 603	0%	
1 822	1 502	1 436	+27%	
972	739	650	+50%	
616	433	387	+59%	
178 cents	116 cents	103 cents	+73%	
156 cents	108 cents	95 cents	+64%	

^{1.} Continuing operations include Netstar, Altron FinTech, Altron HealthTech, Altron Digital Business, Altron Security, Altron Document Solutions, Altron Arrow and excludes Altron Nexus.

^{3.} Altron Document Solutions was previously reported as part of discontinued operations. For FY25, Altron Document Solutions is reported as a continuing operation. The FY24 period was restated for the classification of Altron Document Solutions as a continuing operation.

All growth rates quoted are year-on-year and refer to the year ended 28 February 2025 compared to the restated year ended 29 February 2024, unless stated otherwise.

Our performance

Chief Financial Officer's review

V

Performance by segment

Board

Remuneration

۵ddi

Message from our Chief Financial Officer CONTINUED

Key business highlights

- Altron, South Africa's original technology company, celebrated 60 years of solving real-world problems for its customers.
- The group was awarded 4th place in the Sunday Times Top 100 companies and certified top employer in South Africa by the Top Employers Institute.
- Netstar delivered another robust performance, growing EBITDA by 17% to R935 million. Total subscribers grew 16% and exceeded two million subscribers, supported by double-digit growth in both the consumer and enterprise segments.
- Altron FinTech delivered strong profitability growth, with EBITDA up 38% to R457 million, driven primarily by strong growth in the SME customer base and increased volume and value of debit orders processed through its collection and payment platform.
- Within IT Services, Altron Document Solutions was reclassified as a continuing operation following a review of strategic options. Whilst still in the process of executing a profit improvement strategy, Altron Document Solutions delivered EBITDA of R84 million compared to an EBITDA loss of R74 million last year, which included provisions raised of R95 million.
- R645 million growth capital expenditure was invested, focused on Netstar, Altron FinTech and systems and platforms.

Group capex focused on growth

In line with our strategic vision, we have invested R708 million in capital expenditure this year, with an emphasis on growth-oriented projects. Specifically, 91% of this investment, or R645 million, was allocated as follows:

- R442 million towards capital rental devices in Netstar and R31 million in Altron FinTech.
- R103 million invested in systems, platforms and user experience to enhance growth.
- R69 million directed towards the development of internally generated intellectual property assets.

The group remains highly cash-generative and well-capitalised, growing net cash and cash equivalents 58% to R993 million, providing a strong foundation for executing its immediate and medium-term strategic initiatives.

Capital structure and working capital

The group continued to generate strong operating cash flows, which increased by 7% to R1.7 billion, reflecting improved profitability and disciplined working capital management. Net cash and cash equivalents improved 58% to R993 million as at 28 February 2025, further strengthening the group's balance sheet, enhancing its capacity to fund strategic initiatives.

Working capital decreased by R46 million to R1.4 billion and is considered at an optimal level to support operations, with future movements targeted to reflect growth in the underlying businesses.

Outlook

Altron remains committed to the disciplined execution of its strategy, which is underpinned by a strong annuity revenue base, a robust balance sheet, and exposure to structurally attractive, high-growth markets. Over the past two years, the group has delivered consistent, high double-digit growth in profitability from continuing operations, supported by sustainable operational improvements.

While the strategy and core fundamentals remain sound, the operating environment is expected to remain constrained, with heightened economic uncertainty and market volatility continuing to impact customer spending patterns, particularly in the IT Services segment, which may impact Altron's growth into FY26.

Against this backdrop, the group remains focused on executing its strategy, prioritising capital allocation into platform businesses, and investing for long-term value creation. Altron remains committed to its medium-term (3–5 year) operating profit margin targets of + 19% in the Platforms segment and + 7% in the IT Services segment, as well as its dividend policy of paying out at least 50% of HEPS from continuing operations.

Discontinued operations

Altron Nexus reported revenue of R343 million, compared to R659 million in the prior year. EBITDA improved to a loss of R149 million from a loss of R421 million, while the operating loss decreased to R148 million from R433 million. The net asset value of Altron Nexus reflected in the Group's financial statements was R146 million, after the elimination of intercompany loans of R142 million on consolidation.

Under the terms of the management buy-out transaction (MBO), the acquirers of Altron Nexus will assume all company-related debt, excluding any obligations that are specifically excluded. Any potential recoveries from the City of Tshwane legal process will remain with Altron. Other than the repayment of intercompany loans, the MBO transaction is not expected to generate any disposal proceeds in the group. The MBO transaction remains subject to the fulfillment of conditions precedent targeted to be fulfilled by 30 June 2025.



- Annuity Revenue % excl ATM (continuing)





Performance by division/subsidiary

Year-on-year revenue by division/subsidiary (Rm)

	FY25	FY24
Netstar	2 277	2 074
Altron FinTech	1 282	1 099
Altron HealthTech	397	374
Altron Digital Business	3 241	3 558
Altron Security	397	449
Altron Document Solutions	1 417	1 397
Altron Arrow	669	802

Year-on-year EBITDA by division/subsidiary (Rm)

	FY25	FY24
Netstar	935	797
Altron FinTech	457	330
Altron HealthTech	122	106
Altron Digital Business	109	193
Altron Security	114	101
Altron Document Solutions	84	(74)
Altron Arrow	69	69

Year-on-year operating profit by division/subsidiary (Rm)

	FY25	FY24
Netstar	255	222
Altron FinTech	423	289
Altron HealthTech	120	102
Altron Digital Business	83	156
Altron Security	86	72
Altron Document Solutions	61	(97)
Altron Arrow	67	67



Introduction	Group profile and value creation	Strategic direction and progress	Our performance	Board and governance	Remuneration supporting performance	Sustainable value creation	Additic
			Chief Financial Officer's review	Performance by segment			

Performance by segment

Altron restructured its operations effective 1 March 2024 into three core segments: Platforms, IT Services, and Distribution.



The **Platforms segment** grew revenue by 12% to R4 billion, with EBITDA growing 23% to R1.5 billion and operating profit increasing 30% to R798 million.

Netstar revenue grew 10% to R2.3 billion, supported by a higher annuity contribution, which accounted for 91% of total revenue. EBITDA increased 17% to R935 million. with a 3 percentage point expansion in EBITDA margin and operating profit increased 15% to R255 million.

Altron FinTech continued its positive momentum, growing revenue 17% to R1.3 billion, with annuity revenue increasing from 74% to 84%. EBITDA increased 38% to R457 million, expanding its EBITDA margin 6 percentage points to 36%. Operating profit grew 46% to R423 million. Growth was primarily driven by the collection and payment platform, which delivered strong results, following a focused SME sales initiative. This performance reflects the effectiveness of Altron FinTech's proprietary platforms, which enable rapid onboarding of merchants of all sizes across both formal and informal markets. With interoperability across multiple payment systems and wallets, and the use of data to enhance credit assessments and customer insights, the platform continues to build trust, support adoption, and expand product penetration, particularly within the microfinance sector serving underserved communities.

Altron HealthTech increased revenue 6% to R397 million, supported by higher corporate switching and private practice licence fees. EBITDA increased 15% to R122 million, with operating profit up 18% to R120 million. The private practice segment added 862 net new practices, reflecting a 1.6x acquisition-to-churn ratio and contributing 3% revenue growth. The corporate segment added 22 new logos, growing revenue by 17%. Momentum continues in expanding data-driven services, with the oncology solution adding 22 new practices.

The **IT Services segment** generated revenue of R5.1 billion, down 6%, primarily due to the sale of the ATM Business². Excluding the ATM Business², IT Services reported flat revenue growth. EBITDA improved 40% to R307 million and operating profit increased to R230 million, up from R131 million. Prior year performance was negatively impacted by a R95 million provision raised in Altron Document Solutions.

Altron Digital Business, adjusted for the sale of the ATM Business², maintained flat year-to-date revenue of R3.2 billion, impacted by the delay of two projects into FY2026. In line with guidance, EBITDA and operating profit were weaker than the prior period, with EBITDA decreasing 44% to R109 million and operating profit reducing 47% to R83 million. This was due to reduced spending by two large customers in the first half of the year and non-recurring project expenses relating to historic contracts. Despite a disappointing performance, Altron Digital Business made solid progress in integrating Altron Systems Integration, Altron Karabina, and Altron Managed Solutions. One year into the integration process, the business has rebuilt its sales leadership, strengthened its cloud and security capabilities, and expanded its partner ecosystem, positioning it to benefit from deferred IT spend amid heightened uncertainty and delayed capex from South Africa's top corporates.

Altron Security reported revenue of R397 million, down 12% from R449 million, impacted by capital constraints at a large customer and a shift in revenue mix between agency and principal revenue. Growing higher margin managed services and disciplined cost management resulted in EBITDA increasing 13% to R114 million and operating profit increasing 19% to R86 million.

Altron Document Solutions was reclassified to continuing operations during the period, following a review of strategic alternatives. The business is executing on its profit improvement strategy, which is focused on enhancing the guality of revenue, growing annuity income, and maintaining strict cost discipline. Revenue increased by 1% to R1.4 billion. EBITDA improved to R84 million from a prior-year loss of R74 million, with operating profit improving to R61 million, compared to a loss of R97 million in the prior year. FY24 included provisions of R95 million.

$(\bigcirc (\leftarrow) (\rightarrow) (\bigcirc) 23$

As previously guided, the electronics component distribution industry entered a global cyclical downturn, with inventory levels normalising to pre-COVID levels, impacting Altron Arrow's financial performance. Revenue declined 17% to R669 million. However, disciplined cost management resulted in EBITDA and operating profit remaining flat at R69 million and R67 million, respectively. Despite the slowdown, Altron Arrow increased market share by 4% (per Arei), supported by its continued focus on customer engagement and innovative technology solutions.

Platforms

NETSTAR

At a glance

Introduction

Netstar celebrated 30 years of innovation since its founding in 1994. From our pioneering roots as South Africa's first vehicle-tracking and stolen-vehicle recovery service, we have grown into a trusted, data-driven technology partner, serving more than two million subscribers across ten countries.

While headquartered in Midrand, Gauteng, Netstar has established an international footprint, with operations in Botswana, Ghana, Mozambique, Namibia, Eswatini, Zambia, Australia and Malaysia, serving a diverse clientele across various industries.

Personal services:

- Vehicle tracking and recovery: Real-time GPS tracking with 24/7 recovery support in case of theft
- Asset tracking and recovery: Track and recover movable assets like trailers, bikes, and boats
- **Companion:** A personal safety app offering live location sharing and emergency alerts
- Value-added services: Includes driver behaviour alerts, trip history, crash detection, and reminders
- **Roadguard:** Nationwide roadside assistance for battery, tyre, and fuel emergencies.

Business services:

- Fleet tracking and management: Live vehicle tracking, route optimisation, and driver performance tools
- **Trailer manager:** Monitors trailer location, door status, and coupling events
- **Health monitor:** Predicts vehicle issues using diagnostics to reduce downtime
- Al camera solution: Cameras with AI to detect fatigue, distraction, and unsafe driving
- **Mining fleet solution:** Tracking and telemetry tools for mining vehicles and equipment
- **Fleet intelligence service:** Analytics dashboard offering real-time fleet performance insights

- **Data-as-a-service:** Custom telematics data feeds via API for business integration
- **Speed assist:** Monitors vehicle speed and alerts for speed-related incidents.

Financial performance during the reporting period

During the period, Netstar delivered robust top-line growth, with revenue increasing 10% to R2.3 billion. This performance was underpinned by our annuity-revenue model with recurring revenue now accounting for 91% of total revenue. EBITDA grew 17% to R935 million, with a three-percentage-point expansion in EBITDA margin, and operating profit increased by 15% to R255 million.

Revenue in South Africa grew 12% year-on-year, reflecting robust performance in the local market. This was partially offset by softer conditions in Australia, where the 3G-to-4G migration coupled with a shortage of skilled technicians, led to a R16 million loss, compared to a R24 million profit in FY24.

In order to support accelerated subscriber growth, Netstar is in the process of investing in upgrading its digital infrastructure, including the rollout of Microsoft Dynamics 365, to improve operational efficiencies and enhance service delivery.

Business overview

Netstar continues to execute against the strategy initiated in February 2023, refocusing the business on core fundamentals. The strategy is anchored on three pillars that drive sustainable growth and long-term value creation: growing market share, enhancing operational efficiencies, and growing Netstar's Big Data-as-a-Service (BDaaS) offering.

Growing market share

Netstar's total subscriber base grew by 16% to over 2 million, while connected devices increased 4% to 2.4 million. The business added 495,075 gross and 272,574 net subscribers, sustaining strong momentum across both consumer and enterprise segments. Consumer subscribers increased by 10%, and higher-margin enterprise customers grew 13%, supported by 1,246 new client acquisitions and 2,247 contract renewals. Customer retention was maintained at over 90%, with churn increasing to 19% (FY24: 16%), primarily due to elevated churn levels in Australia, while South African churn remained within targeted parameters.

Netstar expanded its distribution network by securing 76 new insurance partnerships and 24 motor dealer alliances and continued to expand its presence within the car rental market.

Enhancing operational efficiencies

Operational efficiency improvements were driven by digital integration, infrastructure investment and a streamlined fulfilment model. A key enabler was the continued expansion of the fitment centre network, which grew to over 70 partnerships nationwide. These centres accelerate installation times and extend service coverage into previously under-served areas. As a result, Netstar maintained a contract fulfilment ratio above 90%. The business also grew its presence in the motor dealer channel, supported by a pre-fitment programme that achieved a conversion rate exceeding 60%.

Ongoing efforts to digitise partner integrations and remove friction in the customer journey further supported efficiency gains. For example, integration with WeBuyCars now enables real-time, on-site installations at the point of sale, shortening lead times and enhancing the customer experience.

These enhancements supported the installation of over 350,000 new devices during the year – demonstrating the scalability of Netstar's optimised fulfilment model and technology integration.



Innovation within the product portfolio remained a core differentiator. The StarTag device, a compact standalone stolen vehicle recovery solution, was installed in over 120 000 vehicles. With 99% system uptime and a 97% recovery rate, it has rapidly become one of Netstar's most reliable offerings. In Australia, a self-install retail box solution was launched, allowing customers to purchase tracking devices off the shelf, install them independently, and begin tracking immediately, eliminating the need for technician assistance. In Malaysia, Netstar successfully launched remote engine start features in collaboration with Toyota. These features, accessible via a mobile app, allow users to start or disable their vehicles remotely, offering greater control and security.

At the 2024 FNB App of the Year gala held in Johannesburg, Netstar's MyNetstar app clinched the People's Choice Award in the Most Innovative App category. The accolade is based on public voting, highlighting the app's broad appeal and forward-thinking features. Netstar's digital leadership was further recognised at the 2024 New Generation Awards in Johannesburg, where the business received Gold in the 'Most Innovative App Developed by a Corporate' category. The award-winning MyNetstar 2.0 app provides real-time vehicle tracking, advanced driver behaviour analytics, and smart alerts, tailored to both individual users and small-to-medium enterprises.

Building Our BDaaS Offering

Netstar's BDaaS offering has progressed following the April 2024 launch of the global fleet bureau. The fleet bureau now manages 33 280 assets, which it tracks as a managed service, enabling customers to unlock insights to improve safety, optimise fleet operations, and reduce environmental impacts such as fuel usage and unnecessary mileage. Building on this momentum, Fleet-AI was introduced as our next-generation enterprise platform that elevates service delivery through comprehensive electric-vehicle support, standardised reporting, and a mobile app offering real-time camera feeds and other on-the-go features. As a result, Netstar now processes over 226 billion data points annually (a 26% increase year-on-year) and monetises 47% of that data, up from 43% in FY24, meaning nearly half of all information collected is harnessed for value-added services and strategic third-party partnerships.

This progress reflects the scalability and reliability of Netstar's platform in delivering high-volume, cross-border connected solutions.

Platforms continued

NETSTAR continued

Challenges

 $\mathbf{\nabla}$

During the year, Netstar navigated a range of internal and external challenges. In Australia the decommissioning of 2G and 3G networks required significant migration efforts to 4G, where service disruptions and technician shortages contributed to a R16 million loss compared to a R24 million profit in FY24. We have responded to these challenges; however, recovery is expected to take at least 12 months. Furthermore, the shift to a service rental model in Australia where Netstar absorbs the upfront device cost has required additional working capital investment, however this is expected to yield long-term benefits through a more predictable annuity revenue stream.

Netstar is in the process of investing in upgrading its digital infrastructure to support increased subscriber volumes and installation activity. This investment is intended to address pressure on backend systems and operational capacity.

Cybersecurity defenses were strengthened to address the ongoing risk of ransomware and other advanced threats, while maintaining proactive compliance across multiple jurisdictions amid evolving telematics and data-privacy regulations.

Outlook

Looking ahead, Netstar remains focused on executing its strategy, anchored in three core pillars: growing market share, enhancing operational efficiencies, and expanding its BDaaS offering.

In the South African market, growth opportunities remain, with the potential to further increase market share across both consumer and enterprise segments. Netstar aims to scale its higher-margin enterprise customer base and drive greater adoption of the managed service offering within the fleet bureau. To diversify future revenue streams, the business is exploring opportunities to expand its platform ecosystem and apply artificial intelligence and machine learning to unlock deeper data insights, enhance customer value, and support the development of new value-added services.

Internationally, Southeast Asia is viewed as a compelling growth region, supported by the appointment of Morné Grundlingh as Group CFO, based in Singapore. This appointment aligns with Netstar's international expansion strategy and supports its ambition to scale responsibly, in line with Altron's purpose of enabling a simpler, safer, and smarter tomorrow across industries and communities.

MyNetstar App – Enhancing Cu Efficiency

As part of Netstar's broader digital transformation strategy, the MyNetstar app was launched to provide customers with a seamless, mobile-first experience. The app integrates tracking, safety, and self-service functionality into a single platform, reinforcing Netstar's position as a market leader in intelligent vehicle and fleet management solutions.

Previously, customers had to rely on fragmented systems for tracking, reporting, and support – often requiring manual processes or contact with call centres for basic tasks. For small businesses and individual users alike, this created inefficiencies and limited visibility over vehicle activity and driver behaviour. The MyNetstar app addresses these pain points by offering a unified digital interface that allows users to track their vehicles in real time, set customised safety alerts, access emergency support, manage account details, and generate SARS-compliant trip logbooks. Fleet operators benefit from improved oversight, enhanced driver safety, and cost control.

Over the past year, the MyNetstar app has gained significant traction, with more than 240 000 downloads and strong customer satisfaction ratings. It enables Netstar's 2 million-plus subscribers to interact with the business more efficiently while supporting internal optimisation through reduced support centre volumes and faster service delivery.

Recognised with a 2024 New Generation Award for innovation, MyNetstar has delivered measurable value in customer retention, digital engagement, and operational performance.

"Celebrating 30 years of innovation since our founding in 1994, Netstar has grown from its pioneering roots in vehicle tracking and recovery into a trusted, data-driven technology partner. Today, we're committed to scaling technology for good—enabling safer roads, smarter fleets, and broader access to intelligent mobility solutions. As we look to the future, our focus remains on delivering meaningful impact across the communities and industries we serve."



MyNetstar App – Enhancing Customer Engagement and Operational

- Grant Fraser, Managing Director of Netstar

Introduction	Group profile and value creation	Strategic direction and progress	Our performance	Board and governance	Remuneration supporting performance	Sustainable value creation	A
			Ň				
			Chief Financial Officer's review	Performance by segment			

Platforms continued

Altron FinTech

At a glance

 \checkmark

Altron FinTech provides digital transaction platforms that help businesses accept payments and manage transactions – whether in-store, online. or via mobile devices.

During the year, Altron FinTech serviced over 12 000 companies across all nine provinces. Its employee complement comprised 353 employees.

Our business is made up of several specialised areas, each contributing to revenue growth:

Lines of business	% of revenue	Description
Collection and payment solutions (NuPay)	73%	Under the NuPay brand, unsecured lenders, and other businesses collect payments securely by enabling debit orders through the DebiCheck transaction type. The DebiCheck transaction type is authorised by the consumer and the consumer's bank before processing, reducing failed payments. We earn fees for processing each payment and offer high system resilience, availability and reliability through partner banks.
Credit management solutions (Delter)	6%	Software solution that helps unsecured lenders manage the full loan application process – from application and affordability checks to payment instructions and collection thereof. Our tools are used by thousands of unsecured lenders and are connected to the payment and collection systems for effortless debit order collections.
Integrated transaction solutions	12%	Payment acceptance devices (such as card machines) and a digital processing platform connected to all the SA processing banks. Customers can buy or rent the payment acceptance devices, and a small fee is earned each time a transaction is processed. The business also offers value-added services, including Quick Response (QR) codes and pre-paid vouchers.
Card personalisation and issuance	9%	Sales and maintenance of the machines used to personalise and issue bank cards, identity cards, and restricted area access cards. Banks, businesses, schools and government departments use these to issue and personalise cards. Altron FinTech provide the software and ongoing support to keep these systems running smoothly.

The business is on a strategic journey to empower consumers through a cost-effective alternative store of value: the NuCash e-wallet. The NuCash wallet platform is a key enabler of this vision, allowing users to transfer funds between NuCash wallet holders, initiate payment instructions to ATMs for cash withdrawals, or transfer funds to their bank accounts for EFTs and online transactions. Since its launch in July 2024, NuCash has already recorded over 200 000 processed transactions, reflecting robust market demand and strong early adoption.

Altron FinTech also introduced NuCard – a card-based solution that mimics the functionality of a gift card as an alternative store of value. Originally developed to reduce the risks associated with cash-based unsecured lender merchant disbursement transactions, NuCard allows lenders to issue a card to borrowers who can then use it at any retail point of sale or withdraw cash at ATMs. This innovation enhances security and revolutionises how unsecured credit is disbursed, significantly reducing lenders' and consumers' need for cash handling.

Financial performance during the reporting period

Altron FinTech continued its positive momentum, growing revenue 17% to R1.3 billion, with annuity revenue increasing from 74% to 84%. EBITDA increased 38% to R457 million, expanding its EBITDA margin 6 percentage points to 36%.

Operating profit grew 46% to R423 million. Growth was primarily driven by the collection and payment platform, which delivered strong results, following a focused SME sales initiative.

This performance reflects the effectiveness of Altron FinTech's proprietary platforms, which enable rapid onboarding of merchants of all sizes across both formal and informal markets. With interoperability across multiple payment systems and wallets, and the use of data to enhance credit assessments and customer insights, the platform continues to build trust, support adoption, and expand product penetration, particularly within the microfinance sector serving underserved communities.



Business overview

Altron FinTech plays an enabling role by providing platforms and infrastructure that support digital collections, credit and debit card payment processing, and compliance tools. These platform solutions help formalise financial activity in underserved communities, contributing to increased transaction volumes and advancing financial inclusion. Our participation in national payment system reform projects – including as a founding member of the Association of South African Payment Providers, launched in January 2025 – reflects our commitment to shaping a more inclusive, low-cost and transparent modern payments ecosystem.



We are well-positioned to progress with intentional purpose through our continued transition from cyclical hardware sales to annuity revenue. A key driver of this intentional shift is the growing consumer and customer push and demand transitioning from cash to digital payments in South Africa's substantial informal economy.

This focus is supported by continued investment in technology and people. Approximately R20 million was invested during the year in research and development to enhance automation, scalability and product innovation. Talent and skills development are a parallel focus, with graduate programmes and learning initiatives aimed at building internal capacity and supporting youth employment in the financial and technology sectors.

Platforms continued

Altron FinTech continued

Over the past 12 months, Altron FinTech has introduced the following notable innovative products and solutions to enhance financial services and support businesses across South Africa:

- Altron FinTech Household Financial Resilience Index (AFHRI): Launched with economist Dr Roelof Botha, the guarterly AFHRI measures South African households' financial resilience and ability to service loans, offering insights to support economic analysis and policy-making
- Altron FinTech Short-term Credit Impact (AFSCI) Index: Developed with economist Keith Lockwood, the AFSCI tracks the economic impact of short-term lending, helping micro-finance providers assess risk and understand the sector's broader role

Zero-Downtime Inverter Solution: In 2024, Altron FinTech introduced a mobile, plug-and-play inverter to counter loadshedding. It delivers up to four hours of backup power and recharges in 90 minutes, ensuring business operational continuity.

Challenges

 $\mathbf{\nabla}$

Cybersecurity remains a critical focus for Altron FinTech in a rapidly digitising financial landscape. The growing sophistication of cyberattacks, driven by emerging technologies such as AI, has elevated the threat landscape, posing risks not only to data integrity and customer trust but also to broader financial system stability. To mitigate these risks, we continue to invest in layered security architectures, threat detection systems, and employee cybersecurity training programmes.

Beyond cybersecurity, systemic infrastructure risks such as power outages from loadshedding and telecommunications failures present ongoing challenges. We actively mitigate these risks through strategic investments in backup power solutions, ensuring uninterrupted business operations.

While challenges persisted in maintaining consistency and reliability across third-party service providers particularly in transaction processing infrastructure and customer query resolution times, there has been a marked improvement compared to the previous year. Enhanced vendor engagement and performance monitoring have contributed to greater stability and responsiveness across key service areas.

Altron FinTech operates in a highly regulated environment where compliance and certification, regulatory oversight and enhanced policy changes are prerequisites and core focus areas to ensure we apply our trade according to the law. These factors require sustained investment in governance frameworks to ensure alignment with current and emerging regulatory enhancements.

Outlook

Altron FinTech is well-positioned to progress with intentional purpose through our continued transition from cyclical hardware sales to annuity revenue. A key driver of this shift is the growing consumer and customer push to transition from cash to digital payments in South Africa's substantial growing informal economy. Looking ahead, we will maintain our focus on scaling responsibility and growing annuity revenue by investing in and innovating our platforms and increasing our SME customer base.

In a world where access to digital infrastructure and financial services can define the success of a business, Altron FinTech continues to play a pivotal role in enabling inclusive economic participation. One example is our partnership with Oh My WiFi, a telecommunications company based in Ggeberha that offers affordable, uncapped internet to homes, businesses, and under-resourced communities.

Founded by Tabelo Ndaba, Oh My WiFi set out to close the digital gap for households and students lacking reliable connectivity. In 2023, the company adopted Altron FinTech's NuPay DebiCheck platform, enabling secure, bankverified debit order collections. This significantly improved payment reliability, reduced collection failures, and stabilised cash flow – critical in price-sensitive markets where internet access can be a discretionary spend. This foundation has since supported Oh My WiFi's sustainable growth, enabling expansion into sectors such as commercial agriculture. This partnership illustrates how scalable, secure digital solutions can unlock business resilience, support revenue growth, and extend digital access in underserved areas. Altron FinTech remains committed to supporting businesses across the full spectrum – from informal vendors to corporate clients – by offering modular, cost-effective, and intuitive solutions. By empowering enterprises like Oh My WiFi, we drive financial inclusion and help build more resilient, digitally connected communities.

"We are purpose led, and growth focused – enabling a broad spectrum of customers, from major banks to SMEs, microlenders and community retail enterprises, enabling full participation in the digital transactional economy. We view business performance and social relevance as interconnected and mutually reinforcing, and we remain focused on scaling our platform solutions that deliver both commercial value and financial inclusive access."



– Johan Gellatly, Managing Director of Altron FinTech

 $(\bigcirc) (\leftarrow) (\rightarrow) (\bigcirc) 27$

Performance by segment

Chief Financial Officer's review

Performance by segment CONTINUED

Group profile

and value creation

Platforms continued

Altron HealthTech

At a glance

 \mathbf{V}

Introduction

Altron HealthTech has over 30 years of experience providing integrated digital solutions that support healthcare providers' operational, clinical, and financial needs across private practices, enterprises, and specialised sectors.

- **Practice management and EHRs:** Provides a cloud-based platform that integrates billing, clinical records, real-time claims switching, digital scripting, and back-office support to streamline daily practice operations and improve patient care. This includes the **HealthONE** platform suite, which underpins general practice and enterprise-scale solutions, offering secure electronic health records (EHRs), appointment scheduling, and chronic condition management, seamlessly integrating into human resources, pathology, and medical systems
- **Medical bureau:** Offers outsourced billing and collections services to reduce administrative burdens and improve practice payment success rates
- Occupational health: Delivers systems to support employee health tracking, workplace risk management, and compliance through corporate wellness services. HealthONE Enterprise supports this with a comprehensive occupational and primary care platform for industries like education, automotive, mining and manufacturing, enabling end-to-end management of the employee health lifecycle while ensuring regulatory compliance
- Healthcare insights: Uses data analytics to support preventive care strategies, enabling early intervention and personalised treatment plans. The data insights also allows HealthTech to support pharmaceuticals and adjacent industries like insurance, retail and financial services
- **Practice payment solutions:** Provides integrated point-of-care payment systems and tailored funding options to improve cash flow and support practice growth
- **Oncology:** Equips oncology practices with specialised tools for managing treatment protocols, patient records, and billing within a compliant and streamlined environment. This includes the

HealthONE Oncology solution, co-developed with leading oncologists and supported by Dis-Chem Oncology, which integrates patient histories, treatment planning, automated billing, and claims workflows to improve clinical efficiency and patient outcomes.

• Value-added services: Enhances the patient and practitioner experience through telehealth, online appointment scheduling, digital engagement tools, and workflow optimisation

Our objective is to deliver business solutions that reduce administrative overheads and enhance operational efficiency, enabling healthcare providers to focus on patient care and the overall health of their business. Our established and trusted healthcare solutions operate in the background, providing the administrative, financial, and clinical support, as well as data-driven insights, required by medical businesses to function effectively. Providing a secure foundation for patient and practitioner journeys, from the first appointment to the final payment, enables healthcare businesses to move confidently into a meaningful digital future efficiently and cost-effectively.

Financial performance over the reporting period

Altron HealthTech increased revenue 6% to R397 million, supported by 93% annuity revenue and higher corporate switching and private practice license fees. EBITDA increased 15% to R122 million, with operating profit up 18% to R120 million which is driven by the growth in revenue and effective cost management.

The private practice segment added 862 net new practices, reflecting a 1.6x acquisition-to-churn ratio and contributing 3% revenue growth. The corporate segment added 22 new logos, growing revenue by 17%.

Momentum continues in expanding data-driven services, with the oncology solution adding 22 new practices.

Business overview

Altron HealthTech continues to execute a clearly defined strategy, focused on platform-led innovation and ecosystem enablement ("Business Platform Strategy"). Central to this is the continued development of our technology platforms, supported by ongoing investment in software and analytics to deliver scalable, future-ready healthcare solutions. Disciplined expense management and targeted growth initiatives remain a priority in maintaining agility and competitiveness. Our Business Platform Strategy is driving growth beyond traditional healthcare relationships. During the year, we expanded into adjacent sectors such as insurance, financial services, and retail, leveraging healthcare data and analytics to solve broader operational challenges. For example, a collaboration with a national retail group is enabling data-led site selection by using anonymised burden-of-disease insights and geospatial analytics to identify underserved communities. Similarly, our precision marketing solution has helped inform targeted engagement strategies in the insurance sector, such as gap cover offerings, reinforcing the value of our platform in enhancing both healthcare access and commercial outcomes.



⑤ ← → ๋ 28

We are committed to removing technical barriers that impede healthcare professionals, and we remain focused on developing innovative solutions that support differentiated healthcare technologies. We aim to connect communities through simplified, streamlined, innovative business platform built on our healthcare solutions – accessible wherever and whenever required.

As part of our ongoing business transformation, we have progressed beyond our role as a pioneer in practice management and electronic claims switching. Today, we are a data-driven organisation delivering actionable insights and globally relevant solutions that create meaningful impact in healthcare.

Platforms continued

Altron HealthTech continued

Challenges

 \mathbf{V}

Introduction

Altron HealthTech continues navigating a complex South African healthcare environment shaped by structural constraints and evolving market dynamics. While the privately insured market grows modestly at 2% to 3% per annum, affordability concerns are shifting consumers toward lower-cost medical insurance products. This, combined with the commoditisation of administrative services. places downward pressure on transaction-based revenue models such as switching electronic claims.

In parallel, the sector faces persistent medical inflation, a shrinking pipeline of new private practitioners, and a constrained public sector unable to fill over 2 000 vacant medical posts. South Africa's doctorto-patient ratio, estimated at 1 to 3 198, reflects the growing pressure on healthcare resources.

A key focus remains on strengthening internal capabilities in the face of skills shortages, which continue to influence the pace of team expansion. By investing in innovation and talent, the business is positioning itself to meet the healthcare sector's shifting needs while supporting improved patient access and provider efficiency.

Outlook

Looking ahead, we will continue to invest in scaling our data business and broadening the platform's application across high-impact ecosystems. Our focus remains on enabling integrated, technology-led healthcare solutions that support operational resilience, cost efficiency, and improved health outcomes, while contributing to broader social and economic progress. This approach reflects Altron HealthTech's commitment to creating meaningful impact by strengthening the patient experience, addressing real-world healthcare challenges, and supporting long-term, sustainable business growth.

Unifying the cancer care journey

Cancer treatment in South Africa remains complex, fragmented, and administratively burdensome. Patients not only face the emotional and physical toll of treatment but are also challenged by a system that requires them to independently manage interactions with healthcare providers, funders, and pharmacies. This lack of integration impacts care continuity, delays access to life-saving treatments, and increases the stress experienced by patients and their families.

HealthONE Oncology addresses these challenges by unifying the oncology treatment journey into a single, digitally integrated platform. Developed by Altron HealthTech in collaboration with Dis-Chem Oncology, the solution streamlines everything from diagnosis and treatment planning to prescription authorisation and claims processing. The platform reduces delays and improves patient outcomes by eliminating redundant paperwork and improving visibility across all touchpoints in the care pathway.

This solution exemplifies how Altron HealthTech brings purpose to life, using technology and human ingenuity to address deeply rooted real-world problems. HealthONE Oncology enhances the accessibility of complex care, simplifies navigation for patients and clinicians, and enables healthcare schemes to make faster, more accurate decisions. In doing so, it contributes to more efficient care delivery and a more compassionate and coordinated patient experience.

Our unwavering commitment to transforming healthcare through technology drives us to deliver innovative, secure, and intuitive solutions. As we grow, impacting more lives, we remain dedicated to building our ecosystem with our partners and customers – accelerating tomorrow's landscape to shape the future of healthcare.



- Leslie Moodley, Managing Director of Altron HealthTech

IT services

Altron Digital Business

At a glance

Introduction

Launched in 2024, Altron Digital Business is the strategic amalgamation of Altron Systems Integration, Altron Karabina, and Altron Managed Solutions. This integration prioritises an integrated sales model designed to enable collaboration across the business, focusing on higher-margin annuity revenue and driving operational excellence by reducing duplicate efforts.

Led by Craig Stewart, Managing Director, Altron Digital Business builds upon Altron's 60-year legacy as a technology pioneer in South Africa. We aim to empower the customers by operating, optimising and transforming their enterprise IT environments.

Altron Digital Business provides a diverse portfolio of services designed to help organisations operate efficiently, optimise processes, and drive digital transformation:

- **Data and AI:** Services include data platform development, data intelligence, analytics, and artificial intelligence solutions to unlock business value from data
- Enterprise applications: Expertise in Microsoft Dynamics 365 ERP and CRM, workforce management, and application modernisation to streamline business operations
- **Cloud solutions:** Offers cloud managed services and Microsoft licensing advisory to ensure secure, scalable, and cost-effective cloud adoption
- Networks and data centre solutions: Provides compute and storage solutions, along with networking services to ensure connectivity and business continuity
- **Managed services:** Includes field services and end-user computing support to maintain efficient and secure IT operations
- **Retail solutions:** Delivers innovative, end-to-end supply chain management, omnichannel customer experiences, and merchandising solutions tailored for the retail sector
- **Specialised solutions:** Focuses on customer experience management and smart industrial solutions to address specific industry challenges.

Through this comprehensive approach, Altron Digital Business is positioned to be the trusted partner that enables South African enterprises to build resilient digital platforms, deliver exceptional customer experiences, and achieve sustained revenue growth.

Financial performance during the reporting period

Altron Digital Business, adjusted for the sale of the ATM Business², maintained flat year-to-date revenue of R3.2 billion, impacted by the delay of two projects into FY2026. In line with guidance, EBITDA and operating profit were weaker than the prior period, with EBITDA decreasing 44% to R109 million and operating profit reducing 47% to R83 million. This was due to reduced spending by two large customers in the first half of the year and non-recurring project expenses relating to historic contracts.

Despite a disappointing performance, Altron Digital Business made solid progress in integrating Altron Systems Integration, Altron Karabina, and Altron Managed Solutions. One year into the integration process, the business has rebuilt its sales leadership, strengthened its cloud and security capabilities, and expanded its partner ecosystem, positioning it to benefit from deferred IT spend amid heightened uncertainty and delayed capex from South Africa's top corporates.

Business overview

A key milestone in the past year was the successful rebuilding of the sales leadership team. Fully embedded across the business, this team has brought renewed focus to customer engagement, solution-led selling, and execution-excellence. A strategic sales programme was introduced to identify and secure high-value opportunities, better aligning solutions to evolving customer needs and sharpening the go-to-market strategy. These initiatives are already delivering a more structured and focused sales pipeline.

The business also broadened its partner ecosystem, recognising the importance of collaboration in delivering comprehensive digital transformation. Strengthened relationships with leading technology providers have positioned Altron Digital Business to support a wide range of customer journeys, offering tailored, integrated solutions that combine global innovation with local insight.

A core focus area continues to be the retail sector, a fast-paced, high-pressure environment where success depends on agility, customer experience, and operational efficiency. Altron Digital Business supports leading South African retailers with modular, scalable platforms that power smarter store operations and seamless omnichannel experiences. Its retail-store-as-a-service model helps reduce capital strain, while 24/7 Smart Retail Support Services ensure ongoing availability and rapid issue resolution.

Significant investment has been directed towards enhancing cloud and cybersecurity capabilities. The business has expanded its technical expertise, enriched its solution offering, and improved delivery capability, ensuring it remains a trusted partner in helping customers modernise and safeguard their IT environments.



Customer engagement has been streamlined through the deployment of advanced digital systems, including a unified CRM and customer sentiment platform. These tools have consolidated multiple touchpoints, strengthening strategic relationships, especially among top-tier customers.

Further validating its capabilities and market position, Altron Digital Business was named a Major Player in the IDC MarketScape: MEA Cloud Professional Services 2024 Vendor Assessment, highlighting its strong solutions, skilled talent, and growing leadership in enterprise digital transformation across the region.

IT services continued

Altron Digital Business

Challenges

 $\mathbf{\nabla}$

Introduction

Altron Digital Business operated in a constrained market environment during the reporting period shaped by broader economic uncertainty, tightening IT budgets and shifting customer priorities. Additionally, competitive pricing pressures and an increasingly commoditised IT services landscape continued to weigh on margins. As organisations reassessed their digital roadmaps and procurement cycles, two major projects were deferred into the next financial year. Profitability was further impacted by once-off costs related to exiting legacy contracts. This created a challenging environment for revenue predictability and project pipeline conversion.

In response, Altron Digital Business intensified its focus on operational discipline and internal resilience. Improvements were made in governance, supply chain management, and financial reporting, supported by the implementation of robust project management frameworks. These efforts are enabling the shift toward scalable, digitally enabled operations and ensuring the business remains well-positioned to respond when market confidence returns.

Outlook

The IT services market remains challenging, affected by ongoing local and global economic and political uncertainty. In South Africa, the industry is heavily dependent on investment from top-tier corporates and the public sector to drive digital infrastructure and systems modernisation. In response to the prevailing economic and political uncertainty, many large enterprises have adopted a more measured approach, resulting in delayed capital investment and the postponement of certain IT projects. These dynamics have contributed to subdued demand for large-scale IT initiatives and a slower pace of project pipeline conversion across the industry. Growth in Altron Digital Business has been constrained as a result and is expected to remain under pressure until market demand normalises.

Despite these headwinds, the strategic groundwork and operational improvements implemented over the past year have positioned Altron Digital Business to respond with agility. Once market conditions stabilise and demand normalises, the business is well-placed to lead value-driven digital transformation across both public and private sector customers.

At the heart of Altron's purpose is a commitment to using technology today to build a simpler, safer, and smarter tomorrow. This vision came to life in the work with the Aurum Institute, a non-profit organisation working to improve health outcomes across Africa through research, systems strengthening, and the delivery of healthcare services.

Aurum's reach and complexity had grown substantially, with thousands of employees operating across multiple sites. However, their operational systems had not kept pace. Disconnected platforms meant data was scattered and processes were fragmented, hampering the flow of accurate information to auditors, funders, and internal teams. These inefficiencies were more than administrative – they impacted the Institute's ability to deliver timely, highquality healthcare and research.

Altron Digital Business stepped in with a tailored solution: implementing Microsoft Dynamics 365 as a centralised ERP system. This replaced the patchwork of systems and enabled real-time access to integrated data, empowering Aurum to make faster, more informed decisions. The transformation went beyond technology – it provided a foundation for financial accountability, operational clarity, and research excellence. The partnership has since expanded to include the integration of HR and the research process, reinforcing the Institute's capacity to scale its impact. This is a clear example of Altron's purpose in action – solving real-world challenges by harnessing data and digital tools to support organisations that serve the public good.

"The launch of Altron Digital Business marks the culmination of 60 years of innovation, bringing elevated customer service and enterprise IT excellence to the South African market."

Advancing public health through data-driven integration

- Craig Stewart, Managing Director, Altron Digital Business

 $(\bigcirc (\leftarrow) (\rightarrow) (\bigcirc) 31$

Chief Financial Officer's review Performance by segment

Remuneration

Addi

Performance by segment CONTINUED

Group profile

and value creation

IT services continued

Altron Security

At a glance

Introduction

Altron Security operates at the intersection of identity, trust, and technology, supporting enterprises as they navigate the growing complexities of digital transformation, data privacy, remote working environments and insider threat management. In an increasingly regulated and interconnected world, we enable organisations to manage risk and compliance across multi-cloud environments while embedding security into the customer experience and digital value chain.

As a key player in the digital identity ecosystem, we collaborate with strategic partners to deliver fit-for-purpose, next-generation security solutions. An identity-centric approach to cybersecurity empowers organisations to create, manage, and protect digital identities securely and compliantly. This underpins operational resilience and enables our customers to navigate the risks and opportunities of a digitally transforming world.

Our offerings respond to today's most pressing cybersecurity demands – from aligning with cyber insurance requirements to enabling secure digital engagement and ensuring regulatory compliance.

These capabilities are delivered through a comprehensive service suite that brings our identity-centric, risk-aware approach to life in operational terms.

- **Identity solutions:** Includes identity governance and administration, digital ID for citizens, consumer identity and access management, and privileged access management to control and secure user access
- **Data and cryptography:** Provides public key infrastructure and data encryption services to protect information integrity and ensure secure authentication
- **Digital certificates:** Offers device and Transport Layer Security certificates, certificate discovery, and complete certificate lifecycle management to support secure encrypted communication
- **Digital signing:** Supports advanced electronic signatures, integrated signing workflows, and participation in the Cloud Signature Consortium for compliant remote signing
- **Managed security services:** Delivers managed detection and response, threat monitoring, and managed public access management to enhance cybersecurity while reducing operational complexity.

Financial performance during the reporting period

Altron Security reported revenue of R397 million, down 12% from R449 million, impacted by capital constraints at a large customer and a shift in revenue mix between agency and principal revenue.

Growing higher margin managed services and disciplined cost management resulted in EBITDA increasing 13% to R114 million and operating profit increasing 19% to R86 million.

Business overview

Altron Security has consolidated its go-to-market strategy around four key growth pillars: identity security, data and cryptography, digital certificate services, and digital signing. These service lines are increasingly delivered as managed services, supporting the shift from once-off product sales to annuity-based, high-margin revenue streams. A strategic focus on scaling managed services has contributed to positive momentum, including two significant wins in the telecommunications sector – reinforcing the business's strong positioning in this space.

In parallel, strategic partnerships and international expansion have gained traction. Altron Security secured a landmark contract to build Zambia's national cryptographic infrastructure and delivered a digital identity strategy for Emirates Global Aluminium, one of the GCC's largest industrial entities. These high-impact projects represent both commercial milestones and a demonstration of the societal value of Altron Security's capabilities in enabling corporate and national-scale digital trust frameworks.

To deepen market relevance and operational agility, Altron Security continues to evolve its partner ecosystem, simplify the vendor landscape, and drive collaboration across the broader Altron Group. This includes integrated engagements that combine cloud and security services, amplifying both reach and value proposition.

A key initiative currently underway is the development of a strategic visual and messaging framework to illustrate how Altron Security integrates with other Altron divisions, particularly in delivering comprehensive, sector-specific solutions. In the retail sector, this initiative aims to highlight the role of security as a foundational enabler of digital operations and to showcase the synergistic value of cross-functional capabilities.

In addition, Altron Security is collaborating with Altron Digital Business and Altron Security continues to provide critical support through Certificate Lifecycle Management (CLM) services, ensuring that Altron HealthTech to deliver tailored security solutions across platforms. These partnerships secure data exchanges in retail health services and digital certificates for e-commerce platforms, online services, support advanced analytics platforms that improve customer engagement and customer portals are securely issued, renewed, and and inventory optimisation. revoked. Integration with Altron FinTech has further enhanced the end-to-end security of point-of-sale (POS) systems and Through these multi-division collaborations, Altron is positioning itself as a payment processing, enabling secure, compliant environments unified, trusted partner capable of delivering holistic, secure, and scalable that protect retailers and consumers from payment fraud and digital retail solutions. By aligning its security capabilities with broader data breaches. This convergence of cybersecurity and financial digital and transactional innovations, Altron Security is well-positioned to technology ensures secure, seamless transaction flows in support the evolving needs of retail customers in a dynamic, risk-sensitive today's increasingly digitised retail environments. environment.



 $(\bigcirc (\leftarrow) (\rightarrow) (\bigcirc) 32$

IT services continued

Altron Security

Challenges

 \mathbf{N}

Introduction

The year highlighted several systemic pressures including a global shortage of cybersecurity skills, which continued to constrain capacity across the industry. This challenge not only impacted talent acquisition and retention but also placed pressure on project delivery timelines and increased reliance on automation and specialist partnerships.

In addition, cautious capital investment among key customers, driven by macroeconomic volatility, inflationary pressures, and shifting organisational priorities, led to delayed purchasing decisions and prolonged sales cycles. This environment reinforced the importance of commercial flexibility, value-based engagement, and solutions that deliver clear, long-term return on investment.

Further compounding the operating environment was a sudden loss of browser trust in a long-standing certificate vendor. This required urgent remediation, impacted customer confidence in a key product line, and prompted a shift in the partner ecosystem.

Outlook

Looking ahead, the focus remains on driving annuity revenue growth through disciplined execution, embedded managed services, and continuous optimisation of our operating model. In parallel, the business is investing in transformational innovation. A dedicated team engages with customers to anticipate future challenges, particularly in areas such as AI and digital identity, and incubate new solutions to sustain long-term differentiation.

Altron Security: Enhancing Lifecycle Management

Altron Security continued to strengthen its role as a trusted cybersecurity partner for customers in the retail sector. A key focus area in the past year has been the implementation of certificate lifecycle management (CLM) solutions, which are essential to maintaining secure and uninterrupted digital services.

Digital certificates are used to secure communications and authenticate services across online retail platforms. Without effective management, expired or misconfigured certificates can lead to service disruptions, including website outages, during peak trading periods. These incidents can result in financial losses and damage to customer trust.

Altron Security assists retailers in mitigating these risks by managing the entire lifecycle of digital certificates – from issuance and monitoring to renewal and revocation. This ensures continuous compliance with security standards and reduces the risk of cyber threats such as unauthorised access and data breaches.

These services form part of Altron Security's broader strategy to support digital resilience and regulatory compliance across the retail sector, aligning with customer needs for secure and reliable online infrastructure.

"At its core, Altron Security's business model creates meaningful societal impact. The business supports economic resilience, inclusion, and stability by safeguarding digital identities, securing critical infrastructure, and enabling trusted digital transactions."



– Andrew Whittaker, Managing Director of Altron Security

Chief Financial Officer's review

Strategic direction

and progress

Performance by segment

Performance by segment CONTINUED

Group profile

and value creation

IT services continued

Altron Document Solutions

At a glance

 \checkmark

Introduction

Altron Document Solutions is the world's largest Xerox distributor and Africa's leading document solutions, technology and services company. Marketing and servicing the complete range of Xerox document equipment, software solutions and services to 26 sub-Saharan African and Indian Ocean Island countries.

Xerox products include office and production devices and scanners. Altron Document Solutions also offers various services and solutions. such as software, managed print services and technical offerings.

- Office and production devices: Supplies and supports Xerox multifunction printers, scanners, and high-volume production presses for businesses of all sizes
- Managed print services: Delivers tailored solutions to control print costs, reduce waste, and improve device uptime through fleet monitoring and remote management
- Document workflow solutions: Implements software to digitise, automate, and manage documents securely, enhancing compliance and productivity
- Enterprise content management: Provides tools for document storage, retrieval, and collaboration that integrate with core business systems
- Technical services and support: Offers on-site maintenance, proactive servicing, and customer support to ensure consistent device performance across regions.

Financial overview

Altron Document Solutions was reclassified to continuing operations during the period, following a review of strategic alternatives. The business is executing on its profit improvement strategy, which is focused on enhancing the quality of revenue, growing annuity income, and maintaining strict cost discipline. Revenue increased by 1% to R1.4 billion. EBITDA improved to R84 million from a prior-year loss of R74 million, with operating profit improving to R61 million, compared to a loss of R97 million in the prior year. FY24 included provisions of R95 million.

As one of the group's more capital-intensive businesses, the business continues to focus on improving operational efficiency and optimising working capital. This includes tighter management of inventory, shorter debtor cycles and stronger cash generation, all of which support a more resilient operating model.

Business overview

Altron Document Solutions is driving growth through continued diversification into higher-margin offerings, particularly digital document solutions. This move reflects a shift towards highermargin, future-fit services that complement traditional print operations. Digital services, such as workflow and process automation, intelligent document processing, and cloud-based print infrastructure, are central to this new unit. These services respond directly to customer demands for modernised, integrated solutions and align with market trends in IT outsourcing and managed services.

The shift is driven by the substantial growth potential in adjacent digital services. According to Xerox Worldwide, the global market for digital services is valued at around \$740 billion, significantly larger than the \$47 billion global print market. In South Africa, the International Data Corporation (IDC), a global market intelligence firm, forecasts that overall IT spending will reach \$19.5 billion in 2025, while spending on print hardware will amount to just \$366 million. These trends underscore the opportunity for Altron Document Solutions to expand by aligning with the changing technology and service expectations of our customers.

Customer experience remains a key priority. Predictive maintenance tools and augmented reality-enabled remote support has been deployed to reduce service call-outs, lower costs, and improve service reliability. In parallel, internal decisionmaking has been enhanced through data analytics, enabling greater efficiency in areas such as consumable usage, asset lifecycle management and service delivery. These initiatives are contributing to a more scalable and resilient operating model.

Our strategic partnership with Xerox continues to underpin our growth ambitions. A recently renegotiated long-term agreement has reinforced this alliance and secured access to cutting-edge technologies, including advanced A4 solutions developed through Xerox's global acquisition of Lexmark International Inc.

While the current market share is around 2%, there is room to grow. Recent data from the IDC shows that every 1% increase in market share could generate approximately \$700 000. or R12.5 million. in additional revenue. This highlights the strong potential for future growth through focused execution and deeper customer engagement.

Altron Document Solutions was also recognised with a CEO's Award for placing second in our region for performance against Xerox's targets, gualifying the team for the prestigious Xerox Achievers Honours Club.

Additionally, Xerox received the 2025 Smart Workplace Solutions Line of the Year Award from Keypoint Intelligence for the seventh consecutive year, reaffirming the strength and guality of the technologies brought to the market.

Challenge

While there is opportunity to grow, Altron Document Solutions operates in a highly competitive market environment, with aggressive pricing and strategies from several OEMs. Maintaining relevance and differentiation in this context remains a core focus.

Altron Document Solutions' reclassification from held-forsale status marked a turning point in the business, but it also presented a challenge in terms of workforce stability and morale. The uncertainty during the potential divestiture period affected employee sentiment, particularly in relation to long-term career prospects, organisational identity, and strategic direction. As the business pivots from this period of ambiguity to a renewed focus on growth and digital transformation, rebuilding trust, clarity, and engagement among staff has become a key priority.

In response, there are encouraging signs of progress. Yearon-year improvements in employee engagement, participation, and alignment indicate a recovering and resilient workforce. To support long-term workforce sustainability, the business has implemented targeted compensation adjustments for lower-income earners and resumed investment in critical leadership and sales roles.

Outlook

Looking ahead, the business is preparing to launch an eco-friendly second life programme, which will offer certified refurbished devices as part of a flexible, lower-cost print-as-a-service model. This approach supports customers navigating uncertain future print needs, enhances circularity and reduces carbon emissions by extending asset lifecycles. The model is designed to unlock new annuity revenue streams while reinforcing the group's ESG ambitions and forms a key component of the forward-looking value proposition.

By embracing digital transformation, leveraging advanced technologies, and focusing on customer-centric solutions, the business aims to redefine our position in the document solutions industry.

Accelerating financial onboarding through automation

In response, Altron Document Solutions implemented a structured, digitally enabled onboarding workflow tailored to the firm's operational needs. The solution integrated automated document handling with secure digital signatures, enabling faster approvals and reducing processing errors. Our customer gained real-time access to onboarding documents through a self-service portal while internal teams benefited from KPI-based tracking and seamless integration with the firm's enterprise resource planning system for consistent data flow. This deployment reduced onboarding times by 40%, cut document processing

errors by 60%, and customer client satisfaction through enhanced transparency and efficiency. By digitising a high-friction process, the customer's goal of operational excellence is supported operational excellence, demonstrating how intelligent document solutions can drive meaningful digital transformation across sectors.





Client onboarding in the financial services sector is often slow, paper-based, and vulnerable to compliance risks. One of South Africa's leading financial institutions faced persistent challenges, including prolonged onboarding, poor workflow visibility, and inconsistent data across systems. These inefficiencies delayed client activation and impacted acquisition targets and service quality.

"We've moved from stabilisation to disciplined growth, marked by the reintegration of Altron Document Solutions and renewed confidence from our stakeholders."

- Warren Mande, Managing Director of Altron Document Solutions

Performance by segment

Chief Financial Officer's review

Performance by segment CONTINUED

Group profile

and value creation

Distribution

Altron Arrow

At a glance

Introduction

Altron Arrow is a distributor of electronic components and cybersecurity software. As a 50% joint venture with Arrow Electronics, a Fortune 120 company listed on the New York Stock Exchange, Altron Arrow has established itself as a prominent player in the industry. The partnership between Altron and Arrow Electronics has spanned over 25 years, highlighting their longstanding collaboration.

Although headquartered in Johannesburg, South Africa, with additional offices in Cape Town and Durban, Altron Arrow's reach extends beyond national borders. Its global exposure is driven by the strategic relationship with Arrow Electronics. enabling the company to introduce leading-edge technologies into the African market and serve as a vital link between international innovation and local business needs.

This partnership not only ensures a comprehensive and diverse product portfolio but also allows us to align offerings with the latest international technological advancements and standards.

Altron Arrow is dedicated to advancing AI and edge computing solutions. Our Enterprise Computing Solutions division collaborates with leading global suppliers to deliver innovative technologies in cybersecurity, data storage, embedded systems, and industrial computing. Through these offerings, Altron Arrow empowers businesses to harness the potential of AI and edge computing, driving efficiency, enhancing security, and enabling digital transformation across various industries.

Core services offered by Altron Arrow include:

- Electronic component distribution: Supplies a wide range of electronic components, including semiconductors, passive components, interconnects, and embedded solutions, sourced from global manufacturers.
- Design and engineering support: Provides technical support and design assistance to help customers develop and optimise their electronic products. This includes reference designs, evaluation kits, and engineering expertise.
- Supply chain and logistics management: Offers supply chain solutions such as inventory management, demand forecasting, and just-in-time delivery to streamline procurement and reduce time-to-market.
- Technical training and support: To keep clients updated with the latest technologies, Altron Arrow conducts training sessions, workshops, and seminars led by industry experts.
- Value-added services: Includes programming services, component kitting, and custom packaging solutions tailored to specific customer needs.

Revenue generation for Altron Arrow is typically based on selling these electronic components and software solutions to customers. We act as an intermediary between manufacturers of these components and the businesses that require them, facilitating the distribution and delivery process.

By leveraging this strong partnership with Arrow Electronics, Altron Arrow can access a vast network of suppliers and manufacturers, ensuring a diverse and comprehensive product portfolio. Through efficient supply chain management, reliable distribution channels, and customer-focused services, Altron Arrow generates revenue by meeting the demands of businesses needing electronic components and software solutions throughout sub-Saharan Africa.

Financial performance during the reporting period

As previously guided, the electronics component distribution industry entered a global cyclical downturn, with inventory levels normalising to pre-COVID levels, impacting Altron Arrow's financial performance. Revenue declined 17% to R669 million. However, disciplined cost management resulted in EBITDA and operating profit remaining flat at R69 million and R67 million, respectively. Despite the slowdown, Altron Arrow increased market share by 4% (per arei), supported by its continued focus on customer engagement and innovative technology solutions.

Business overview

Altron Arrow continued to prioritise innovation and value creation for customers. Its engineering team is actively working alongside customers to enhance product development, while strategic investments are being made in advanced technology solutions.

In addition, our recently launched CEO Dashboard provides executive teams with real-time analytics and visibility into procurement and inventory trends, enabling data-driven decisionmaking. Uptake of the platform continues to grow.

Similarly, our inventory-management-as-a-service solution launched in September 2024, offers an end-to-end, outsourced inventory management system that integrates advanced technologies to streamline operations and enhance efficiency helping customers manage stock levels dynamically, improving working capital efficiency and reducing supply chain risk.



A key highlight includes the rollout of Nvidia-powered solutions in partnership with Asus, demonstrating the business's commitment to staying at the forefront of next-generation component technology. Recognising the burgeoning potential of AI in South Africa, Altron Arrow has secured distribution rights for ASUS AI GPU hardware. This partnership enables African businesses, educational institutions, and entrepreneurs to access cutting-edge AI infrastructure locally, fostering innovation and technological sovereignty. In addition to distributing the hardware, a leading AI consultant, Ivan Coetzee, was brought in to gain access to, and develop the right skills to deploy AI infrastructure successfully. This initiative signals a major leap forward for the local South African AI landscape
Performance by segment CONTINUED

Distribution continued

Altron Arrow continued

Challenges

Introduction

Altron Arrow navigated a complex operating environment during the reporting period, shaped by a global market downturn and the cyclical nature of the electronics industry. The business faced reduced customer demand following a period of overstocking during the COVID-19 pandemic, when component shortages led to bulk purchasing. This excess inventory has slowed new orders as customers manage existing stock levels.

The supply chain also remained under pressure, with ongoing adjustments required to balance inventory levels and delivery timelines. The competitive landscape intensified while also preparing for potential new entrants in the AI hardware space. Broader economic factors, such as possible U.S. trade tariffs, added further complexity to global sourcing and demand planning.

Internally, sourcing and retaining skilled hardware engineers remains challenging in a globally constrained talent market. Despite this, the business has successfully made strategic hires to deepen our technical bench strength. This forms part of our broader investment in a dedicated engineering team, enabling the business to co-develop customised technology solutions that meet evolving customer needs. These capabilities strengthen customer relationships and drive growth in higher-margin, innovation-led revenue streams.

Outlook

While market conditions remain challenging, Altron Arrow is focused on maintaining operating profit margin by leveraging innovation, driving further efficiencies, and pursuing opportunities in adjacent growth areas. This disciplined yet forward-looking approach positions Altron Arrow to deliver sustainable impact over the long term.

technologies

As organisations across Southern Africa digitise their operations, the demand for secure, scalable identity and connectivity solutions is rising. Identiv, a global leader in security and IoT technologies, specialises in Radio Frequency Identification, Near Field Communication, and Bluetooth Low Energy inlays used in secure ID cards, facility access, digital passports, and transport passes. By partnering with Altron Arrow, Identiv is extending the availability of these solutions across the region.

"We are excited to announce that our company has partnered with Identiv, enabling us to expand our offerings and provide our customers with the latest and most advanced technology solutions. We look forward to a successful collaboration that will benefit our customers. We will continue to push the boundaries of technology; this is our promise to our customers."

– Renato Martins, Managing Director of Altron Arrow The collaboration combines Identiv's cutting-edge identity and access technologies with Altron Arrow's established local distribution, technical expertise, and market presence. Together, the companies are helping enable safer, more efficient services for businesses, public sector entities, and citizens, supporting the broader goal of building secure, digitally connected societies across Southern Africa.

"With its extensive portfolio, Altron Arrow offers a unique perspective across the full technology landscape – enriching every customer engagement as we partner to design, source, build, and launch products that enhance quality of life and broaden access to innovation."



- Renato Martins, Managing Director of Altron Arrow

 $(\bigcirc (\leftarrow) (\rightarrow))$ (\bigcirc) 36

Introduction

Group profile and value creation Strategic direction

and progress

Board

The Altron Board

Remuneration

supporting performance



Message from the Chairperson

The group is strategically focused on becoming the leading platform and IT services business in its chosen markets.

STEWART VAN GRAAN, Chairman

Chairman's review

The fiscal year 2025 unfolded against a backdrop of profound change, defined by global instability, rapid digital transformation, and domestic political evolution. In South Africa, the establishment of a Government of National Unity highlighted the nation's political maturity and its potential for collaborative progress. Within our industry, relentless technological advancements continued to reshape markets, presenting significant opportunities for Altron to drive innovation-led transformation.

Amidst this dynamic environment, Altron remained steadfast in delivering on its strategic priorities. Our focus on agility and resilience has been central to navigating uncertainty, allowing us to adapt to complexity while positioning the company for future growth. With a solid foundation in place, Altron is well-prepared to capitalise on emerging opportunities and support sustainable progress in the years ahead.

Building a stronger, more agile Altron

The past year has been instrumental in laying the groundwork for the next phase of Altron's growth strategy. With the foundational work of streamlining operations, strengthening governance, and revitalising the brand now complete, the group is well-positioned to deliver sustainable growth. Strategic focus areas during the period included driving operational leverage, maintaining robust cost discipline, and fostering the organic growth of portfolio businesses. Equally significant has been Altron's investment in leadership, ensuring a strong bench of talent capable of advancing the group's strategic agenda.

The rapid evolution of AI, cloud computing, and data analytics is reshaping the industry landscape, creating new opportunities for Altron to lead the market. The company's commitment to innovation is firmly rooted in its customer-centric ethos. By anticipating and responding to customer needs, Altron continues to strengthen its position as a trusted partner in driving digital transformation.

The Board remains confident in management's ability to sustain this momentum and to continue delivering long-term value.

Advancing inclusive ownership and talent development

As committed to last year, Altron finalised the implementation of a new B-BBEE structure aimed at strengthening transformation and promoting social equity. In FY25, the Ascent Education Trust was launched as a key element of this initiative, now holding a 20% indirect shareholding in Altron's South African operations.

Structured as a sustainable, broad-based ownership vehicle, the trust advances Altron's empowerment objectives while directly addressing the growing scarcity of ICT skills in South Africa. Its design ensures robust governance, with a board of trustees that is majority black and female, majority independent. The trust's principal aim is to expand access to tertiary-level ICT education for gualifying individuals, particularly dependents of Altron employees and others within the Altron ecosystem from lower-income households, who may not otherwise have access to these opportunities. This work is complemented by initiatives like the AI-powered MathU platform, which strengthens foundational STEM learning from the high school level. By supporting learners from early education through to tertiary study and career entry, Altron is helping bridge the academic readiness gap and building a future-ready digital talent pipeline that reflects the country's diversity.

In its first year, Ascent awarded bursaries to students from underrepresented groups pursuing ICT-related certifications, supporting their academic growth while creating pathways for future participation in the digital economy. This initiative reinforces the group's broader commitment to sustainable transformation.

Ascent is more than a compliance mechanism; it is a long-term investment in South Africa's future talent and an example of how business can play a catalytic role in enabling inclusive growth and innovation. Further details on Ascent's impact are provided in the Deepening our ESG aspirations section of the report.

Driving sustainable impact through innovation and responsibility

Altron's approach to ESG matters is not a compliance exercise, it is foundational to how the business operates and delivers value. Across industries, the group enables digital transformation that helps customers modernise operations, boost efficiency, and deepen economic participation. Through the purposeful use of technology, Altron enhances productivity and competitiveness, contributing to the growth of the digital economy.

An essential enabler of this digital transformation is cybersecurity. As reliance on digital infrastructure intensifies, protecting systems, identities, and data becomes critical. Through its cybersecurity offerings, Altron plays a vital role in safeguarding sensitive information, supporting regulatory compliance, and fostering trust in digital transactions, ultimately reinforcing economic stability and resilience.

Environmental sustainability is likewise embedded in operational decisionmaking. For instance, circular economy principles are implemented by refurbishing and redeploying IT equipment, minimising electronic waste and promoting resource efficiency. This model not only minimises environmental impact but also advances responsible consumption and production in the technology sector.

Altron's social investment approach reflects a deliberate commitment to inclusive digital transformation, investing in education initiatives that span the entire learning journey. As discussed, these efforts complement Altron's ownership and empowerment initiative while reinforcing the group's long-term socioeconomic impact through targeted, high-impact development.

Strengthening governance and leadership for the future

Over the past year, the Board has continued to evolve its composition and practices to ensure Altron remains well-positioned to deliver on its strategic objectives amidst a dynamic operating environment. A formal review of Board performance and succession planning was a key focus during this period. This process reaffirmed the Board's effectiveness while highlighting areas for enhancement, enabling proactive adjustments to governance and operational frameworks.

A significant structural refinement was the merger of the Remuneration and Nominations Committees into the unified Remuneration and Nominations Committee, effective 1 February 2025. This strategic integration enhances governance efficiency and coherence, recognizing the growing interdependence between succession planning and remuneration oversight.

As part of our commitment to bolstering expertise and international perspective, Grigoris Kouteris joined the Board as an Independent Non-Executive Director in May 2024. His extensive experience aligns closely with Altron's platform growth strategy, and his contributions as a member of the Investment, and Audit and Risk Committees have strengthened oversight in strategic execution, risk management, and capital allocation.

Diversity and inclusive governance remain central to the Board's evolution. Representation of black and female directors meets our voluntary targets, reflecting a leadership culture that mirrors the stakeholders we serve while navigating complexity with credibility and insight.

This foundation is built on the legacy of those who have shaped Altron's journey. With deep sadness, we marked the passing of Robert (Robbie) Venter in August 2024. A former CEO and longstanding nonexecutive director, Robbie's values-driven leadership and strategic foresight were instrumental in shaping the Altron of today. His legacy continues to inspire the values and direction that guide us forward.

In strengthening Altron's resilience, the Board refined its risk management and business continuity frameworks during the year. These enhancements equip us to anticipate emerging risks, support informed decision-making, and safeguard long-term stakeholder value in an ever-evolving environment.

Positioning Altron for long-term growth and resilience

Looking ahead, despite an evolving geopolitical and macroeconomic landscape, the Board remains optimistic about Altron's long-term trajectory. Technology continues to serve as a strategic differentiator for businesses, and we are steadfast in our commitment to leveraging innovation to drive customer success. By maintaining agility, prioritizing stakeholder-centricity, and upholding robust governance principles, the Board is dedicated to supporting Altron's resilience and competitiveness in the years to come.

As we celebrate Altron's 60th anniversary, we do so with a clear vision for the future. As South Africa's original technology company, Altron has consistently been a force for good, evolving to address real-world challenges. The company's longevity stands as a testament to its ability to remain relevant, innovative, and committed to making a meaningful impact.

In closing, I extend my heartfelt thanks to every Altron employee for their hard work and dedication. A special acknowledgement goes to the executive team for their unwavering commitment to purposedriven leadership. I also wish to thank the Board and its committees for their diligent oversight and continued support in shaping the group's strategic direction. Finally, we are deeply grateful to our shareholders, customers, and stakeholders, whose confidence and sustained engagement empower Altron to deliver long-term value.

 $(\bigcirc (\leftarrow) \bigcirc \bigcirc \bigcirc 37$

and progress

V

Message from the Chairperson

Our leadership structures

Sustainable value creation

The Altron Board

Our leadership structures

The Board (as at the date of publication)

Altron is governed by a Board of 11 Directors, of which 6 are Independent Non-Executives.



Stewart van Graan⁽⁶⁹⁾ CHAIRMAN INDEPENDENT NON-EXECUTIVE DIRECTOR BCom (Hons) in Information Systems (UCT) Programme for Management Development (UCT Graduate School of Business)

Joined: 2017 Tenure: 8 years





Grant Gelink (75) INDEPENDENT NON-EXECUTIVE DIRECTOR CA(SA) BCompt (Hons) (UNISA) BCom (UND) (Hons) (UNISA)

Joined: 2012 Tenure: 13 years

AARC	
NOMCO	



Dr Phumla Mnganga ⁽⁵⁷⁾ INDEPENDENT NON-EXECUTIVE DIRECTOR PhD (Wits Business School) MBL (UNISA) Programme in Business Leadership (UNISA) BEd (Psych) (UKZN) HDip (UKZN) BA (UKZN)

Tenure: 6 years REMNOMCOM SESCOM

Joined: 2019



Sharoda Rapeti ⁽⁶¹⁾ INDEPENDENT NON-EXECUTIVE DIRECTOR Higher National Diploma in Electrical Engineering (Durban University of Technology) MBA (University of Wales)

Joined: 2021 Tenure: 4 years

SESCOM	
REMNOMCOM	
AARC	





Alupheli Sithebe (42) INDEPENDENT NON-EXECUTIVE DIRECTOR BCom Acc (RAU) BCom Acc Honours (UNISA) CA(SA)MBA (GIBS) Executive Leadership Program (Oxford)

Joined: 2021 Tenure: 4 years	5
AARC	



Grigoris Kouteris (50) INDEPENDENT NON-EXECUTIVE DIRECTOR MPhil Electronic Engineering (UMIST) BEng (Hons) Electronic Engineering (UMIST)

Joined: 2024
Tenure: 1 year
AARC





Antony Ball (66) NON-EXECUTIVE DIRECTOR BCom (Hons) (UCT) MPhil (Management Studies) (University of Oxford)

Joined: 2017 Tenure: 8 years



Brett Dawson (60) NON-EXECUTIVE DIRECTOR

CA(SA) BCom (Wits) BAcc (Wits)

Joined: 2017 Tenure: 7 years INVESTCOM



Tapiwa Ngara ⁽⁴³⁾ NON-EXECUTIVE DIRECTOR Bachelor of Business Science (Finance) (UCT) CA (SA) Investment Management Programme (Harvard Business School) MBA (London Business School)

Joined: 2023 Tenure: 2 years





Werner Kapp ⁽⁵⁰⁾ GROUP CHIEF EXECUTIVE OFFICER B. Iuris (Nelson Mandela University) Masters in Business Leadership (UNISA SBL) NTT GDLP (IMD) Mergers and Acquisitions (Harvard Business School)

Joined: October 2022 Tenure: 3 years

INVESTCOM SESCOM



Carel Snyman⁽⁵³⁾

GROUP CHIEF FINANCIAL OFFICER CA(SA) BCom Acc (UCT)

BCom Acc Honours (UKZN) Joined: June 2023



INVESTCOM





Breakdown of Board by race and gender * as at 28 February 2025



* ACI: African, Coloured, Indian





(5) (←) (2) 38

Introduction	Group profile Strategic direction and value creation and progress		Our performance	Board and governance	Remuneration supporting performar	nce Sus	istainable value creation	Additio
				Message from the Chairperson	Our leadership structures	The Altron Bo	oard	

Our leadership structures CONTINUED

Executive Committee (as at date of publication)

The executive leadership team executes and reports against the Board-approved strategy.



Werner Kapp ⁽⁵⁰⁾ CHIEF EXECUTIVE OFFICER B. Iuris (Nelson Mandela University) Masters in Business Leadership (UNISA SBL) NTT GDLP (IMD) Mergers and Acquisitions (Harvard Business School



Carel Snyman⁽⁵³⁾ CHIEF FINANCIAL OFFICER CA(SA) BCom Acc (UCT) BCom Acc Honours (UKZN)

Breakdown of executive leadership by race and gender as at 28 February 2025



^{*} ACI: African, Coloured, Indian

Meet the Executive Team



Dr Bongani Andy Mabaso⁽³⁸⁾ CHIEF TECHNOLOGY OFFICER

Andy leads Altron's group-wide technology function together with product design and innovation strategy. Key aspects of his role are artificial intelligence and data analytics, and expanding the group's platform ecosystem.

Andy has a Bachelor of Science in Electrical and Computer Engineering from the University of Cape Town, a Master of Philosophy from the University of Cape Town's Graduate School of Business, and a Doctor of Philosophy from the University of Pretoria.





Marisa Jansen van Vuuren⁽⁴⁰⁾ CHIEF MARKETING OFFICER

Marisa has 20 years of experience building brands in the business-tobusiness sector, including as Senior Vice President for Marketing and Demand at Dimension Data. Marisa has successfully led seven major global brand integration programmes and earned several marketing awards for her work on the Tour de France. Red Bull Basement and Connected Conservation.



Collin Govender (48) CHIEF OPERATING OFFICER

Collin began his career at a Durban-based logistics company, where he gained practical experience in IT infrastructure and software development. He then spent 17 years at T-Systems, a German multinational IT services and consulting company, before joining Altron in 2017 as Group Executive for Shared Services. He was later appointed as Group Chief Information Officer in 2019, Managing Director of Altron Karabina in 2021, and Managing Director of Altron Systems Integration in 2022. As of 2025, he serves as Altron's Group Chief Operating Officer.



Mbali Ngcobo (39) COMPANY SECRETARY

Mbali is an admitted attorney of the High Court of South Africa with many years of corporate law and company secretarial experience.

Mbali holds a Bachelor of Law from the University of KwaZulu-Natal and a Masters in Corporate Law from the University of Pretoria.



Lauren Wilson (41) CHIEF LEGAL OFFICER

Lauren was appointed as Chief Legal Officer at Altron in March 2025. She brings nearly two decades of legal experience, having held roles at Cliffe Dekker Hofmeyr, MTN Group Limited, and The South African Breweries, focusing on corporate governance, regulatory compliance, and mergers and acquisitions.

 $(\bigcirc (\leftarrow) \bigcirc \bigcirc)$ 39

 $\mathbf{\nabla}$

Message from the Chairperson

Our leadership structures

The Altron Board

The Board is the focal point of the company's corporate governance system and remains ultimately accountable and responsible for the performance and affairs of the company.

The company has a unitary Board comprising a balance of Executive Directors and Non-Executive Directors. A majority of the Non-Executive Directors are classified as Independent Non-Executive Directors in accordance with the criteria outlined in King IV[™] and the JSE Listings Requirements, where applicable.

Collectively, our Board members contribute a robust blend of financial, business management, and ICT expertise, ensuring effective oversight of Altron's strategic trajectory. The CEO's extensive leadership experience in South Africa's ICT sector and the CFO's strong financial stewardship reinforce a well-balanced governance structure to drive sustainable growth.

Resignations and appointments

The Board is committed to strengthening its composition to support the group's goal of becoming the leading platform and IT services business in its chosen markets. On 17 May 2024, Grigoris Kouteris was appointed as an Independent Non-Executive Director, enhancing the Board's expertise in the platforms sector. Effective 1 February 2025, he was appointed to the Investment Committee and the Audit and Risk Committee (subject to shareholder approval at the upcoming general meeting), bringing internationally driven experience in the fintech, SaaS, and MarTech industries that align with the group's longterm strategic objectives.

Board demographics and alignment with the Diversity Policy

The Board is committed to promoting diversity, consistent with the principles outlined in its Board Diversity Policy. Black Directors comprise 55% of the Board, exceeding the voluntary target of 50%, while female representation meets the goal of at least 25% or three female Directors. Diversity remains a key driver of governance excellence and long-term sustainability, with the Board Diversity Policy guiding ongoing efforts to maintain and enhance inclusivity.

The Board Diversity Policy emphasises the importance of a broad range of attributes, including independence, skills, experience, age, gender, geography, race, and culture, to enhance the Board's effectiveness. The current demographic composition supports this by ensuring:

- Strategic alignment, with a diverse mix of backgrounds, skills and perspectives
- Inclusive decision-making, as the Board representation mirrors South Africa's broader demographics, reinforcing stakeholder confidence
- Enhanced oversight, leveraging the benefits of thought leadership, credibility, and deep industry knowledge.

Ongoing efforts to enhance gender diversity will continue, alongside maintaining a balanced composition of skills, experience, and independence.

As part of the Board's performance evaluation process, the assessment of the Board, its committees, and individual Directors considers various factors, including the balance and mix of skills, experience, independence and knowledge.

Additionally, diversity representation – encompassing gender, race, and other relevant dimensions – is evaluated to ensure Board effectiveness, synergy and strong governance dynamics.

Through its inclusive approach, the Board remains well-positioned to deliver strategic leadership while fostering a governance culture that reflects both best corporate practices and the dynamic environment in which Altron operates.

Board demographics and balance of experience and innovation

The Board composition reflects a well-balanced mix of experienced leadership and emerging perspectives, ensuring strategic stability and forward-thinking innovation.

This structure provides a strong foundation for decision-making in the technology sector. The majority of Directors (8 out of 11) fall within the 50–70 age group, bringing decades of industry expertise, strategic insight, and leadership experience. Their extensive knowledge of business operations, market trends, and corporate governance ensures continuity and informed decision-making.

At the same time, the presence of two Directors under 50 injects fresh perspectives, adaptability, and a deep understanding of emerging technologies and digital transformation. Their insights into modern technology trends, innovation, and evolving consumer demands help drive the organisation's competitiveness in a rapidly changing landscape.

Additionally, the inclusion of a senior Director (70+ years) adds further depth, offering wisdom from long-standing industry experience, mentorship to younger leaders, and a historical perspective on the company's strategic evolution.

This composition achieves an optimal blend of seasoned professionals with the expertise to navigate complex business challenges and younger leaders who drive innovation and agility. The result is a Board that fosters technological advancements while maintaining strategic stability – critical for long-term success in the evolving IT landscape.

Board evaluation and governance

The Altron Board

During the year, the Board undertook an internal Peer Self-Assessment, evaluating key areas such as Board dynamics, professionalism, trust, and ethical conduct. The assessment reaffirmed the Board's strengths while identifying areas for further enhancement, reinforcing our commitment to governance excellence and continuous improvement.

To ensure alignment with evolving policies and best practices, the Board Charter, committee mandates, and terms of reference undergo an annual review, supporting the Board's effectiveness and accountability.

The Board is satisfied that it fulfilled its responsibilities in accordance with the Company's Memorandum of Incorporation, Companies Act, JSE Listings Requirements and King IV[™].



Continued learning

All newly appointed Directors undergo an induction programme designed to familiarise them with Altron's operations, governance framework, and responsibilities as Board members.

Recognising the importance of continuous learning, the Board has embedded development initiatives as a standing agenda item in its meetings. This ongoing commitment ensures that Directors remain informed on emerging trends, regulatory developments, and corporate governance best practices, strengthening their strategic oversight and decision-making capabilities. Message from the Chairperson

Our leadership structures

The Altron Board CONTINUED

Company Secretary

Mbali Ngcobo continued to serve as the group Company Secretary during the year under review.

Following a comprehensive assessment, the Board confirmed that she possesses the necessary competence, qualifications, and experience to fulfil the responsibilities of the role effectively.

Furthermore, the Board remains satisfied that the group Company Secretary maintains an independent, arm's-length relationship with the Board, ensuring objective and impartial governance support.

Board conflicts of interest

Altron has established robust procedures to ensure Directors disclose any actual or potential conflicts of interest. Directors are required to inform the Company Secretary of such conflicts and declare any personal financial interests on a quarterly basis, as well as prior to each Board and committee meeting. Should a conflict arise, the affected Director must recuse themselves from the discussion and decision-making process, upholding transparency and integrity in Board deliberations.

A declaration of interest, including those of Directors and their related parties as defined in the JSE Listings Requirements, is presented at each Board meeting and confirmed by all Directors. Where applicable, the necessary announcements will be made through the Stock Exchange News Service (SENS), and shareholder approval will be sought in line with the Listings Requirements for transactions involving the company and a Director or their related parties. The group Company Secretary is responsible for ensuring the proper implementation of this process.

Directors are also required to notify the Chairman and the group Company Secretary if they have been a Domestic Prominent Influential Person (DPIP), including a Politically Exposed Person (PEP), in the past three years or if they intend to pursue such a role. In these instances, the Board, on the recommendation of the Remuneration and Nominations Committee, will assess whether the individual may continue to serve on the Board or should step down.

Delegation of authority

The Delegation of Authority Framework outlines the responsibilities of Altron's executives and management. It is reviewed periodically, as needed, to ensure it remains up to date and is an integral part of the company's Limits of Authority Framework.

Stakeholder engagement

Altron recognises the strategic importance of identifying and engaging with its key stakeholder groups in a manner that balances their diverse needs, interests, and expectations. The Board, as the ultimate custodian of stakeholder relationships, ensures that all decision-making processes are guided by the principles of responsibility, accountability, fairness, and transparency.

Stakeholder-related risks are managed as an integral component of the group's broader risk and compliance framework, reinforcing Altron's commitment to sound governance and sustainable value creation. Refer to page 8 for more information on Our Stakeholders.

Role of the Board

The Board exercises leadership, enterprise, integrity and judgement in directing the company to achieve continuing prosperity for the company and its stakeholders and shall at all times act in the best interests of the company in a manner based on integrity, transparency, accountability and responsibility.

The Altron Board

The Board's primary responsibilities include determining the company's purpose and values and assuming collective responsibility for steering and setting the direction of the company, approving policy and planning, overseeing and monitoring the implementation and execution thereof, and ensuring accountability and organisational performance.

Key Board focus areas in FY25

Focus areas	Description
Strategic oversight and business planning	 Approval of group strategy and business plans Consideration of material changes in strategic direction Review of CEO and CFO reports on operational and financial performance Approval of the annual group budget
Financial reporting and performance	 Approval of the interim and annual financial results (based on AARC recom Approval of annual and interim results announcements Confirmation of the company's going concern status Declaration of interim and final dividends Review and approval of the group working capital statement
Governance, compliance and risk	 Review and approval of the integrated annual report, including: Corporate governance report King^{IV} compliance report Remuneration, Social and Ethics Committee reports Statutory report and notice of AGM Monitoring Board and committee performance evaluations Monitoring the implementation of Board Diversity Policy Approval of updated group policies and Board Charter changes Monitoring progress against the King^{IV} principles Consideration and update of director declarations of interest Approval of the JSE compliance certificate
Annual General Meeting and Shareholder Matters	 Approval of shareholder resolutions for the AGM Approval of the notice of AGM and related documents Oversight of re-election of directors and appointment of committee members

(5) (←) → (2) 41

mmendations)

nbers

Message from the Chairperson

 $\mathbf{\nabla}$

Our leadership structures

The Altron Board

The Altron Board CONTINUED

Board committees

The Board may establish committees as necessary to support efficient decision-making and assist in fulfilling its duties, powers, and responsibilities. Each committee is governed by mandates and formal terms of reference, which define its membership, purpose, powers, meeting frequency, scope of mandate, and relationship with the Board.

Key principles include:

- Committees adhere to the same rules of conduct and procedures as the Board unless otherwise specified in their terms of reference
- Committees may act on behalf of the Board only when explicitly authorised
- Full transparency and disclosure from the committees to the Board is required, except where otherwise mandated by the Board
- The delegation of authority to committees does not absolve the Board or its Directors from their ultimate accountability in ensuring the proper discharge of their duties and responsibilities.

The committees that served during the year were:

- Audit and Risk Committee (AARC)
- Remuneration Committee and Nominations Committee combined into one committee (RemNomCom) with effect from 1 February 2025
- Social, Ethics and Sustainability Committee (**SESCom**)
- Investment Committee (InvestCom).

IT Governance

The Altron board is ultimately responsible for IT governance and ensures alignment with the group's strategic objectives and compliance with King IV[™] principles. Although there is no dedicated IT sub-committee, IT governance is effectively overseen by the InvestCom, AARC and the SESCom, which provide oversight of enterprise-wide IT matters, including investment decisions, operational stability, cyber security, and key risk mitigation.

Altron's IT governance framework is aligned with COBIT, an internationally recognised standard for ICT governance. The Chief Information Officer's (CIO) Council, comprising the CIOs and Chief Technology Officers of the group's operating companies, governs all shared IT platforms and capabilities. Reporting to the board via the Group COO, the Council is responsible for setting strategic IT direction, ensuring alignment between IT and business strategy, approving group-wide IT mandates, managing sourcing strategies, reviewing policies and budgets, setting the IT risk appetite, driving operational optimisation and value creation, overseeing investment decisions and ROI, and leading the group's digital transformation agenda.

To support this mandate, the CIO Council adopts several leading standards and practices. These include King IV[™] recommended practices for strategy integration and policy oversight; CIS Controls such as software asset inventory, data protection, secure configuration, vulnerability management, and security training; the implementation of a Zero Trust Security Model that enforces least-privilege access for users and devices; and regular alignment with ISO 27001 through structured policy reviews and standardised systems access governance.

The adoption of new technologies is key for the future sustainability of the company, enabling Altron to remain competitive, resilient, and responsive in an increasingly digital and fast-evolving environment. These combined practices ensure Altron's IT governance remains secure, effective, and integrated with its business strategy. The board is confident that the group's governance framework is resilient and adaptable, positioning Altron to respond effectively to emerging technologies, evolving risks, and the dynamic demands of the business.

InvestCom

During the reporting period, the InvestCom was chaired by Tapiwa Ngara (Non-Executive Director) and comprised members Stewart van Graan (Independent Non-Executive Director), Robert Venter* (Non-Executive Director), Brett Dawson (Independent Non-Executive Director), Werner Kapp (Executive Director). and Carel Snyman (Chief Financial Officer).

The committee held three formal meetings and achieved a 93% attendance rate, with additional participation from various internal and external invitees, as required.

Focus areas	Description
Capital allocation and capital expenditure	 Considered and reviewed the group's overall capit objectives Considered and recommended the group's annual capital sectors.
Corporate activity	 Oversaw the decision and process to restructure A Oversaw the proposed disposal of Altron Nexus Oversaw the launch of the B-BBEE transaction that Considered potential mergers and acquisitions Reviewed material potential corporate activity incomposition

Board and committee meeting attendance

Board and committee meeting attendance reached an average of 98% this year, up from 89% the previous year, with the majority of Board members achieving a full attendance record. This strong participation, combined with the depth of discussions in our meetings, reflects a highly engaged Board that remains keenly attuned to Altron's challenges and opportunities. Our Board members are actively involved in shaping key decisions and ensuring dynamic and informed governance.

Board and committee attendance

Member	Board	AARC	InvestCom	SESCom	RemCom ¹	NomCom ¹	RemNomCom ¹	Attendance total	Attendance %
Number of meetings	7	3	3	3	2	2	1		
S van Graan	7 / 7	_	2/3	_	-	2/2	_	11/12	92%
G Gelink³	7 / 7	3/3	-	-	_	1/2	1/1	12/13	93%
Dr P Mnganga²	7 / 7	-	_	-	2/2	2/2	1/1	12/12	100%
S Rapeti³	7 / 7	3/3	-	3/3	2/2	-	1/1	16/16	100%
T Ngara³	7 / 7	-	3/3	-	-	-	1 / 1	11/11	100%
B Dawson	6 / 7	-	3/3	-	_	-	-	9/10	90%
A Ball	7 / 7	-	_	-	2/2	2/2	-	11/11	100%
A Sithebe	7 / 7	3/3	_	3/3	-	-	_	13/13	100%
G Kouteris⁴	6/6	1/1	_	-	-	-	-	7 / 7	100%
R Venter⁵	1 / 2	-	1/1	1/1	1/1	1/1	-	5 / 7	72%
W Карр	7 / 7	-	3/3	2/3	-	-	-	12/13	93%
C Snyman [€]	7 / 7	-	2/2	-	-	-	-	9/9	100%
Average attendance	95%	100%	93%	90%	100%	89%	100%		95%

1. Combined the Remuneration and Nominations Committee with effect from 1 February 2025 with new members.

2. Appointed as a new member of SESCom with effect from 1 February 2025.

3. Appointed as a new member of RemNomCom with effect from 1 February 2025.

4. Appointed to the Board on 17 May 2024 and to the InvestCom and the AARC, with effect from 1 February 2025.

5. Passed away on 7 August 2024.

6. Appointed as a member of the Investment Committee on 1 May 2024.

(5) (←) (2) 42

ital allocation policy and decisions in the context of the group's broader strategic

capital expenditure budget and any material changes thereto

Altron Document Solutions into IT Services

at resulted in the creation of the Ascent Foundation Trust

cluding key corporate projects, refinancings, restructurings and reorganisations

Strategic direction

and progress

Our leadership structures

Message from the Chairperson

The Altron Board

Sustainable value creation

Audit and Risk Committee Report to shareholders



With our foundations strengthened and leadership deepened, Altron is primed for sustainable growth – leveraging operational discipline, innovation, and customer-centricity to lead in a rapidly evolving digital landscape. 💵

Grant Gelink, Chairperson of the AARC

Committee activities

During FY25, the AARC was chaired by Grant Gelink (Independent Non-Executive Director) and comprised members Alupheli Sithebe, Sharoda Rapeti, and Grigoris Kouteris, all Independent Non-Executive Directors. Grigoris Kouteris joined the committee on 1 February 2025 (subject to approval by shareholders at the annual general meeting (AGM) to be held on 31 July 2025). The committee achieved a 100% attendance rate, with additional participation from various internal and external invitees, as required.

Legal and compliance

Our internal legal team plays a crucial role in managing legal risk through proactive support in contracting, compliance, preventative law, and crisis management, which contributed to the absence of significant litigation during the financial year. We conducted comprehensive reviews throughout the year and actively managed legal matters aligned with the company's strategic goals.

The team also navigated complex regulatory compliance and protected our intellectual property (IP) through effective IP portfolio management within Altron FinTech. Key activities included supporting Altron FinTech's regulatory compliance, particularly in anti-money laundering procedures and reporting, as well as implementing the Altron Continuous Professional Development Policy for Financial Services Providers, ensuring a strong legal and compliance position.

Message from the AARC Chair

As Chairman of the AARC, I am pleased to acknowledge the significant strides made in strengthening our risk management and business continuity frameworks. The development of a comprehensive Risk Governance Framework marks a pivotal step in ensuring structured and effective risk oversight.

The drafting and implementation of the Risk Escalation and Acceptance Policy enhances our ability to make informed risk decisions, while the estimation of our risk-bearing capacity provides critical insights into the organisation's resilience. Notably, the improved coordination between the group and Business Risk and Compliance teams has led to greater alignment and efficiency in risk management practices. The proposed organisational structure for FY25, FY26, and beyond lays a strong foundation for future governance and oversight.

Furthermore, successfully updating risk registers at the business unit level that utilise the new risk universe strengthens our risk identification and mitigation efforts. I am particularly encouraged by the progress of our Business Continuity Management (BCM) programme, which has delivered tangible successes in FY25, reinforcing our readiness to navigate uncertainties. With a robust BCM plan proposed for FY26, we are well-positioned to build on these achievements and further enhance our resilience.

The Financial Services Conduct Authority and the Prudential Authority published the final version of the Joint Standard 1 of 2023: IT Governance and Risk Management, establishing key principles that financial institutions must adhere to for robust IT risk management. A thorough independent review was conducted to assess the group's level of compliance. While we are not regarded as a financial institution, we strive to ensure robust IT risk management. Proactive alignment with these regulatory requirements enhances compliance and fortifies our ability to manage technology risks effectively, safeguarding both operational integrity and stakeholder confidence.

The FY25 Internal Audit Plan was successfully developed and approved. The plan was carefully crafted with a clear focus on addressing and mitigating the top six risks identified for the Altron group, which include cybersecurity, regulatory complexity, organisational resilience, third party and supply

- chain, financial resilience and IT governance. These risks represent the key focus areas in safeguarding the organisation's operations and long-term sustainability.
- Additionally, I am pleased to note that the Altron Risk-Based Internal Audit Plan for FY26 has also been approved, ensuring we are well-prepared to continue strengthening our internal controls and mitigating risks in the coming financial year.
- The committee remains fully committed to overseeing the effective implementation of these audit plans, ensuring that they align with our strategic objectives and risk management framework.
- Several key initiatives reflect our continued commitment to strengthening Altron's cybersecurity and governance frameworks. The approval of the Altron Cyber Strategy aligns our security efforts with industry best practices, ensuring we are prepared for emerging digital threats. We monitored progress against the CIS Framework, reinforcing our proactive approach to safeguarding our systems. Implementing Penetration Testing (Pentest) and Attack Simulation initiatives yielded critical insights, allowing us to identify vulnerabilities and strengthen our defence mechanisms. In addition, the effectiveness of the Cyber Training and Awareness Campaigns was evident, with significant progress in promoting a security-aware culture within the organisation. Lastly, we successfully oversaw the implementation of the Altron AI Policy, which was approved in FY24, ensuring that our use of AI technologies is ethically sound and in line with regulatory standards. These initiatives have positioned Altron well to navigate the ever-evolving cybersecurity landscape, reinforcing Altron's resilience and operational integrity.

Ultimately, these efforts build a more resilient organisation that contributes positively to the socioeconomic fabric of its operating environment, ensuring ongoing growth and stability.

~ Grant Gelink

Introduction	Group profile and value creation	Strategic direction and progress	Our performance	Board and governance	Remuneration supporting performance		Sustainable value creation		Addition	a
				Ň						
				Message from the Chairperson	Our leadership structures	The All	tron Board			

The Altron Board CONTINUED

Key focus areas in FY25

The AARC supports the Board by enhancing the credibility of financial reporting, maintaining an effective control environment, and overseeing risk management.

It facilitates communication between the Board, external auditors, and management, ensuring sound financial governance, asset protection, and regulatory compliance. Additionally, it reviews and develops the group's risk management framework in line with King IVTM principles to support the achievement of the group's strategic objectives.

Focus areas	Description	Focus areas	Description
Financial reporting and disclosure	 Oversaw the reclassification of Altron Document Solutions as a continuing operation Reviewed and recommended the annual and interim financial statements for Board approval Conducted the solvency and liquidity tests, going concern assessments and provided recommendations on the dividend for Board approval Assessed the impact of new and revised IFRS and accounting policies Evaluated the expertise and experience of the CFO and finance team Reviewed the treasury, investment and guarantee reports Received reports from the Altron Arrow Financial Reporting and Review Committee. 	Internal audit and compliance	 Examined and reviewed the Approved the FY26 Internal Approved the FY25 to FY27 Approved the Internal Audi Considered internal audit fi Oversaw the compliance re resilience Joint Notice 1 of Tracked the legal matter an and the City of Tshwane Tracked the legal matter an
External audit and assurance	 Reviewed the external audit reports and Management responses Assessed the external auditor's independence and compliance with regulatory requirements Approved audit plans, fees, and terms of engagement and evaluated external auditor performance and effectiveness. 		 and Aeonova 360 Managem Approved the appointment audit function Evaluated the independence
Risk management and internal controls	 Reviewed and approved the new group ERM Framework, including the risk exposure reports and Management's mitigation actions Focused on enterprise risk, cyber risk, technology risk, privacy and information risk, organisational resilience and legal and regulatory compliance risk Reviewed and recommended the internal control statement. 	Cybersecurity	 Approved the Altron Cyber Monitored progress against Assessed the outcomes from period Evaluated the results from the reporting period Oversaw the implementation
		Governance and	Ensured compliance with th Monitoring Report and the

King IV™

Board engagement



the progress made by internal audit against the approved FY25 Audit Plan nal Audit Plan and measured progress.

Y27 Internal Audit Plan.

ıdit Charter

: findings and corrective actions taken in response to such findings

review with the South African Reserve Bank's Cybersecurity and Cyber-

of 2024

and the financial provisioning relating to legal proceedings between Altron Nexus

and the financial provisioning relating to legal proceedings between Altron Nexus ement Services Proprietary Limited

ent of Executive Enterprise Risk Management who is responsible for the internal

ence, effectiveness and performance of the internal audit function.

per Strategy

inst the CIS Framework

rom the Pentest and Attack Simulation initiatives conducted over the reporting

m the Altron Cyber Training and Awareness Campaigns conducted over the

ation of the Altron AI Policy approved in FY24.

the Companies Act and JSE Listings Requirements, including the JSE Proactive he CEO and CFO statements

• Conducted an annual review of the committee's terms of reference and workplan in accordance with

• Oversaw the report to shareholders on the committee activities in the integrated annual report.

Strategic direction and progress

Our performance

Board

Remuneration supporting performance Remuneration Policy Remuneration Implementation Report Remuneration outcomes for Executive Directors

Remuneration supporting performance Chairperson's Background Statement



Our incentive structures are designed to recognise and reward sustainable growth, aligning the interests of our executives with those of our shareholders.

Dr Phumla Mnganga, Chairperson of the RemNomCom or the Committee

Dear shareholders.

The year under review marked a transition from leadership realignment to the consolidation and entrenchment of our strategic vision; to accelerate sustained growth. At the core of this evolution has been our remuneration philosophy, policies, and practices that have played a pivotal role in attracting and retaining top talent, fostering fairness, and reinforcing high-performance behaviours in alignment with the Altron Way.

FY25 was a year of embedding key remuneration changes and practices that had been under review as part of our long-term remuneration strategy. Our commitment remains steadfast in strengthening our high-performance culture while expanding our remuneration offerings, all underpinned by robust governance structures.

Although no material changes were made to the Remuneration Policy, ongoing refinements ensured that our approach remained aligned with best practices and responsive to the evolving needs of our employees and stakeholders.

A key focus for the Committee was ensuring fair and responsible remuneration outcomes across the organisation, with particular attention to vulnerable employee groups. Recognising the challenges posed by the external environment, engagement, and financial education initiatives, including consultations on the government's "two-pot system" and effective retirement planning were prioritised. Furthermore, our employee value proposition was expanded by introducing more flexible remuneration structures tailored to diverse employee needs.

Evolution of the Remuneration and Nominations Committee

Remuneration

supporting performance

In FY25, the Remuneration Committee, chaired by Dr Phumla Mnganga, and the Nominations Committee, chaired by Stewart van Graan, operated as separate entities. However, effective 1 February 2025, these committees merged to form a single, integrated Remuneration and Nominations Committee to drive greater alignment and efficiency. The newly established Committee, chaired by Dr Phumla Mnganga (Independent Non-Executive Director), includes Sharoda Rapeti and Grant Gelink (Independent Non-Executive Directors) and Tapiwa Ngara (Non-Executive Director) as members. The Committee achieved a 96% attendance rate, with active participation from internal and external experts where necessary.

Engaging	wi
with aove	

- Non-Executive Director fee benchmarking
- Implementing a change in the remuneration cycle

Additionally, the Committee plays a fundamental role in Board structure and governance, ensuring the appointment of diverse and skilled leadership aligned with the Company's strategic objectives. Board effectiveness assessments, succession planning, and governance oversight remain central to the mandate.

Summary of outcomes based on focus areas

- Set long-term incentive (LTI) targets for the FY25 award
- Reviewed and refined incentive structures in line with the Remuneration Policy

- Adjusted the group remuneration cycle from March to May for better alignment with the performance management process
- Assessed financial wellness initiatives, including the 'two-pot' savings system and financial literacy programmes
- Evaluated annual salary increments for the group, Executive Directors and Executive Leadership
- fees
- Implementation Report.

Governance and reporting

- Updated the Committee's mandate, terms of reference, and annual work plan in accordance with regulatory changes
- Provided transparent disclosure on remuneration practices in the FY25 Integrated Annual Report.

Member RemCo NomCo RemNomCom Number of meetings 2 2 Dr Phumla Mnganga (Chair) Stewart van Graan 2 * 1 Grant Gelink * Sharoda Rapeti 2 * Tapiwa Ngara * 2 Antony Ball 2 Robert Venter¹ 1 1

Passed away on 7 August 2024

* Not a member

Key focus areas in FY25

The Committee remains committed to ensuring a fair, competitive, and performancedriven remuneration framework for executives and employees. Key responsibilities in FY25 included:

- Developing and reviewing remuneration policies aligned with best practices and market trends
- Monitoring income disparities and ensuring transparent pay structures

th shareholders on remuneration matters and ensuring compliance ance frameworks

- Approval and implementation of the Minimum Shareholding Requirements.
- Approved changes to the FY25 short-term incentive (STI) metrics
- Approved the Minimum Shareholding Requirement (MSR) Policy
- Endorsed the revised Group Travel Policy

• Conducted an independent benchmarking assessment of Non-Executive Director

• Provided transparency through the Remuneration Policy and Remuneration

Part 1 | Remuneration supporting performance

Shareholder feedback

Ongoing feedback from shareholders is appreciated and informs the Committee's focus areas. Issues raised leading up to the 2024 annual general meeting regarding the Remuneration Report are summarised in the table below, with the corresponding response provided by Altron.

Theme	Shareholder query	Response
STI Scheme	Individual key performance measures for the CEO and CFO are not well articulated in terms of what they entail and how they are met	Key performance indicator (KPI) measures are crafted to drive strategic initiatives and deliverables, some of which cannot be disclosed du Remuneration Report and performance against KPIs approved by the Remuneration Committee and the Board.
LTI Scheme	Clarification on the measurement criteria	To align with best practice and ensure awards are not based on the same metrics, Altron has refined the measurement criteria in respect o Historically, the measures used were aligned with those of the STI. This was amended to utilise return on invested capital (ROIC) growth a Performance measures are reviewed annually to ensure alignment with Altron's strategic objectives and deliverables.
Fair and equitable pay	There is no detail or specific example of how this is applied. The company does not address the disparity of pay between senior leadership and the lowest-remunerated employee	Altron has begun the process of addressing fair and responsible wage imperatives, and the improvements made in this area were shared i The focus on ensuring ongoing good governance and compliance, while maintaining appropriate and fair remuneration approaches across industry standards and best practices. The fair and equitable pay outcomes delivered a remuneration shift between 4% and 40%, averaging 18% for semi-skilled employees whic workforce. Skilled employees also benefit, with an average shift of 7%, supporting broader income growth and promoting greater equity
Remuneration Committee	CEO, CFO and Human Resources (HR) Exec are standing invites. Shareholders would prefer if they were invited on an ad hoc basis	A standing invitation for these roles is essential, especially when discussing matters directly related to the remuneration of Altron's leader decisions are informed by their insights into the company's financial health, strategic goals, and performance metrics. The Committee has closed sessions, which exclude the standing invitees, on matters which do not require their input or when discussing t comfortable that any conflicts are managed appropriately.
Non-Executive Director fees	Shareholders have indicated a preference for a fixed annual fee for non-executive directors, as it better reflects their ongoing responsibilities, strategic involvement, and year-round availability, rather than tying remuneration to meeting attendance.	Non-executive directors at Altron are remunerated through a fixed annual retainer, rather than per meeting. This structure acknowledges irrespective of the number or frequency of meetings. It reflects their sustained strategic contribution and readiness to support the busine the model promotes a focus on long-term governance and effective oversight, rather than attendance metrics alone. It also provides cost meetings. This approach aligns with market norms and governance best practice, as confirmed by detailed benchmarking conducted in 20

Voting and shareholder engagement

The voting outcomes from the annual general meeting held on 31 July 2024 are summarised below and reflect an overall improvement year on year.



Implementation report





ALTRON Integrated Annual Report 2025

Remuneration Implementation Report Remuneration outcomes for Executive Directors

lue to their confidential nature. However, broad descriptors are shared in the

ct of the LTI scheme. and HEPS growth in equal weighting of 50% each.

ed in the FY24 Remuneration Report. oss all organisational levels remains a priority. This will continue to be aligned with

hich provides meaningful financial uplift for the most vulnerable segments of the ty across the group.

dership or broader strategic alignment. Their presence ensures that the Committee

g their remuneration. This is common practice with most firms, and the Committee is

es the expectation that directors remain consistently available and engaged, ness beyond formal board and committee sessions. By avoiding per-meeting incentives, ost predictability and prevents potential expense inflation from *ad hoc* or unscheduled 2024.

⑤ ← ⊖ ⋒ 46

Strategic direction and progress

Remuneration

Part 1 | Remuneration supporting performance CONTINUED

FY26/FY27 focus the areas

The journey of embedding the Altron Way, executing our promises and continuing to monitor our remuneration practices continues in FY26.

As the Horizon 2 part of the strategy, Accelerated Growth proceeds, remuneration will be reviewed to support enhancements in efficiency and effectiveness and encourage high performance in achieving the business outcomes.

Focus Area	Rationale for Change	Desired Outcome		
Introduction of a new HR information system (HRIS)	 Implementation of an end-to-end HRIS technology platform to integrate all HR, including remuneration and payroll functions into one system with effect from June 2025. 	 Drive efficiency and enhance controls and governance on total remuneration while improving automation, reporting capability and consolidation. 		
The Altron Way	 Continue embedding the Altron Way to reinforce the expected behaviours and inculcate the desired culture. 	 Engrain a high-performance culture throughout the organisation which is then rewarded through individual remuneration outcomes. 		
Introducing behaviour- based rewards to a drive high-performance culture	 Underpinning a high-performance culture with differentiated remuneration outcomes for high-performing employees. 	 Differentiated remuneration that encourages and recognises high-performance outcomes. 		
STI and LTI metrics	 In recognising the importance of ESG, Altron is currently on a journey to craft an ESG framework aligned with strategic goals to achieve optimal outcomes for all stakeholders while addressing ESG imperatives. 	 This framework will be incorporated into STI and LTI KPI metrics at the appropriate time. 		
Continuation of fair and transparent remuneration to build trust through	 Ensuring fair and responsible pay for all employees across the group, aligned with the remuneration framework. 	 Pay is impartially set at a level relative to the job's complexity, skills and impact. Performance, skills and experience drive differentiation. We aim to ensure that pay is both externally competitive and internally equitable. Our 		
benchmarking and parity exercises		organisational framework provides us with an architecture to work within and ensures that pay is compared on a like-for-like basis.		
Companies Act	 Remaining abreast of pending amendments. 	 Analyse and monitor key remuneration ratios in preparation for pending disclosure and validate existing practices to ensure compliance. 		

As we progress into FY26, the Committee remains dedicated to upholding the highest governance standards while ensuring that our remuneration practices support sustainable growth, talent retention, and a culture of high performance. Through continued engagement with our stakeholders and the implementation of best-in-class remuneration policies, we are confident in our ability to drive long-term value for our employees, shareholders, and broader stakeholders.

Committee advisers

The Committee engaged with Deloitte Consulting for its benchmarking services. It is satisfied that the services and advice from advisers are in accordance with the current requirements of Altron and that the provision of these insights remained objective and independent throughout the process.

Shareholder voting

In accordance with the Companies Act, the JSE Listings Requirements, and King IV[™] principles, the following resolutions will be presented to shareholders at the annual general meeting scheduled for Thursday, 31 July 2025 ("AGM"). Further details are provided in the notice of AGM:

- A binding vote on the fees payable to Non-Executive Directors;
- A non-binding advisory vote on the company's Remuneration Policy; and
- A non-binding advisory vote on the Implementation Report, detailing how the Remuneration Policy was applied during the previous financial year.

Our Remuneration Policy includes provisions to ensure that, should 25% or more of the votes cast oppose either the Remuneration Policy or the Implementation Report, the Remuneration Committee will actively engage with dissenting shareholders. The aim of this engagement is to identify and address their concerns regarding the company's remuneration practices, governance, and procedures. A summary of these engagements, including the issues raised and how they were addressed, will be included in the subsequent year's Implementation Report.

Additionally, the Committee's terms of reference has been updated to ensure compliance with the provisions of the Companies Amendment Act, 16 of 2024.

Statement of compliance

Having considered the principles and guidelines detailed in the Remuneration Policy set out in the report to shareholders during the previous financial year, the Committee is satisfied that there has been no material deviation in applying the Remuneration Policy and incentive schemes during the year under review.

As we progress into FY26, the Committee remains dedicated to upholding the highest governance standards while ensuring that our remuneration practices support sustainable growth, talent retention, and a high-performance culture. Through continued engagement with our stakeholders and implementation of best-in-class remuneration policies, we are confident in our ability to drive long-term value for our employees, shareholders, and broader stakeholders.

I thank the members of the Committee for their dedicated time and insight, the shareholders and stakeholders for their openness and feedback regarding key remuneration matters, and the Altron Board for their support and ongoing review of the Committee's recommendations. Also, thanks to the wider HR and Company Secretary teams for their support. To the Shareholders, we look forward to your support of the Remuneration Policy and Implementation Policy at the upcoming AGM.

~Dr Phumla Mnganga



⑤ ⓒ ⊖ ⋒ 47

Part 2 | Remuneration Policy

Remuneration framework (philosophy, principles and policy)

The Remuneration Policy, as it appears in this Part 2 of the remuneration report and which is referenced in the notice of AGM will be put forward for the non-binding vote.

Altron is committed to a remuneration philosophy that is applied consistently and fairly throughout the Altron group, focusing on rewarding high performance that drives sustainable business performance.

The Remuneration Policy supports the strategy of being a highly differentiated technical solutions provider by building a competitive, high performing and innovative company that attracts, retains, motivates and rewards high performance.

The Altron Group's approach towards Remuneration aims to ensure that an appropriate balance is achieved amongst all stakeholders, including:

- The interests of shareholders
- Operational and strategic requirements

• Providing market-related total remuneration packages to employees

The primary principles and objectives of the Remuneration Policy are to:

- Encourage and reinforce exceptional performance
- Direct employees' energies and activities towards key strategic priorities
- Achieve the most effective returns (employee productivity) for total employee spend
- Address pay equity challenges/gaps
- Enhance the overall simplicity, transparency, and credibility of Altron's remuneration practices
- Ensure fair and equitable remuneration practices permeate the Altron group.

Fair and responsible remuneration

Altron is committed to ensuring fair and equitable remuneration practices across all levels. Remuneration structures are constantly reviewed to ensure they reflect the commitment to fairness and align with industry standards and best practices. Transparency is key to maintaining trust with stakeholders, and the commitment is to continue exploring ways to enhance our disclosure of remuneration practices aligned with the requirements of the Companies Act.

Altron increased salaries by 4.6% on average across the firm with higher increases focused on lower-income earners or employees who required market alignment adjustments.

The highest 10% of Altron's earners earn on average a guaranteed pay of R1.65 million per annum, compared at an average of R142,217 per year for the lowest 10%.

This differential is due to our industry's nature, which relies heavily on attracting and retaining highly skilled and experienced technical employees, who come at a premium cost.

Despite the pay gap, we are committed to ensuring every Altron employee receives fair remuneration that exceeds minimum wage. This will ensure that even our lowest paid employees can achieve a dignified standard of living.

During the year under review, Altron remained committed to providing fully funded tertiary bursaries with a strong preference for dependents of Altron's employees. Further information is disclosed on <u>page 63</u> of this integrated annual report.

Remuneration market and peer benchmarking

As part of Alton's commitment to ensuring that its governance structures remain competitive and aligned with market standards, a comprehensive review of the Non-Executive Directors' and overall Board structure was conducted. This review involved benchmarking Altron's Non-Executive Directors' fees and governance practices against a peer group of 15 companies, all similarly listed on the JSE and within the same industry sector and size range.

Similarly, Altron conducts an annual staff and general management benchmarking review to ensure alignment with market and industry remuneration practices.

Pay mix

Executive remuneration is weighted more heavily towards variable pay. This drives the Executive's focus towards executing the strategy and promoting value creation for shareholders. The variable pay offered to Executives is split to recognise operational performance through the application of STIs and long-term sustainable performance through the application of the LTI.

Remuneration elements

	Executive Directors	Executive Leadership	Core Leadership	Employees
	Group CEO and Group CFO	Group Executive and Managing Directors	Head of Department	Managers, Supervisors and Support Staff
Remuneration Element	Grade Range: Hay Reward Level 26 and 27	Grade Range: Hay Reward Levels 23-25	Grade Range: Hay Reward Levels 17-22	Grade Range: Hay Reward Levels 8-16
Guaranteed pay	Х	Х	Х	Х
Benefits	Х	Х	Х	Х
Short-Term Incentives (STI)	Х	Х	Х	Х
Long-Term Incentives (LTI)*	Х	Х	Х	N/A
Minimum shareholding requirements	Х	Х	N/A	N/A
Deferred bonus scheme (in support of MSR)	Х	Х	N/A	N/A
Commission [#]	N/A	N/A	Х	Х
Recognition+	N/A	Х	Х	Х
Alternative incentivisation^	N/A	Х	Х	Х

* Identified key, scarce, and critical roles may be awarded LTIs to attract and retain such skills.

* Applicable only to qualifying employees in the Sales and Business Development staff categories. These staff categories are exempt from participating in the STI.

^ Alternative incentivisation applies across all organisational level groups and is subject to approval by the Committee.

+ Includes financial and non-financial recognition awarded through a peer recognition scheme aligned to core values and behaviours; "See excellence and recognise excellence"

ALTRON Integrated Annual Report 2025



The pay mix graphs below reflect the percentage split between the threshold, target and stretch outcomes for guaranteed pay, STI and LTI.



PayCurve benefit review

As part of Altron's broader commitment to employee financial wellbeing, the group offers access to PayCurve, a financial wellness platform that enables employees to draw down a portion of their earned remuneration ahead of the regular payday. This benefit is designed to provide employees with short-term liquidity support, thereby reducing reliance on high-interest credit facilities and improving financial resilience.

Since its implementation, PayCurve has recorded a steady increase in uptake among employees, initially serving approximately 250 users. Notably, a significant spike in usage was observed in January 2025, coinciding with typical start-of-year financial pressures such as school fee payments. This upward trend highlights the relevance of the benefit in addressing short-term financial needs during peak expenditure periods.

To promote responsible utilisation of the facility, employees are required to complete targeted financial training modules as a prerequisite for access. These modules aim to enhance financial literacy and support sustainable financial decision-making.

In alignment with the Group's governance and risk management principles, Altron actively monitors PayCurve usage patterns as an indicator of employee financial health. Emerging behaviours, such as more frequent or earlier access to funds, have prompted a structured review of borrowing trends. In response, enhanced oversight mechanisms have been implemented to mitigate the risk of over-dependence on early wage access and to prevent potential cycles of unsustainable debt.

The group remains committed to advancing financial wellness among employees and will continue to review and evolve the PayCurve framework to ensure that it supports both immediate employee needs and long-term financial stability.

 $(\bigcirc) (\leftarrow) (\rightarrow) (\bigcirc) 48$

Remuneration

Part 2 | Remuneration Policy

The link between pay and performance

Building a high-performance culture is a key strategic priority for Altron. All remuneration elements drive the link between pay and performance. In the year under review, a change was introduced to align the annual review date from March to May to further strengthen this alignment.

The illustration below highlights the alignment of all remuneration elements to the annual financial cycle.



ALTRON Integrated Annual Report 2025

 $(\bigcirc) (\leftarrow) (\rightarrow) (\^)$ 49

Remuneration supporting performance Remuneration Policy

Part 2 | Remuneration Policy CONTINUED

STI scheme

STIs are discretionary and calculated annually based on business performance metrics, financial performance, and an individual's performance.

The on-target annual STI bonus is payable based on the budgeted results achieved in the relevant operation. Where performance exceeds expectations, additional incentive amounts may be earned, up to a maximum typically capped at twice the on-target bonus.

STI as a percentage of TCoE					
	Executive Directors		Executive Leadership	Core Leadership	Employees
	CEO	CFO	Group Executives and Managing Directors	Head of Department	Managers, Supervisors and Support Staff
On-Target Performance	70%	60%	45%	35%	0% - 25%
Stretch Performance	140%	120%	90%	70%	N/A

All levels below core leadership will be awarded target bonus amounts based on Hay Grade with distinction for exceptional performance, thus cultivating a high-performance culture. The award of these incentives is based on the individual's performance rating whereby a performance score of three will be considered as target achieved. High-performance and high-potential employees achieving a performance score of four will receive a stretch bonus amount.

The STI scheme excludes contractors, commission-based employees, individuals participating in alternative incentive schemes, and employees with low performance ratings.

Group scorecards

Altron group's scorecard drives group performance and individual performance. At a group level, three KPIs focus on strategic outcomes as set by the Altron Board in line with Altron's transformative growth strategy. These KPIs are crafted annually whereby the Board aligns each Executive Director's objectives with Altron's strategic goals, ensuring accountability and performance transparency. Key considerations include the Executive Directors' roles and responsibilities, measurable outcomes tied to both short-and long-term priorities, and a balance between financial and non-financial metrics. The Board also considers industry benchmarks, risk appetite, and fairness to avoid incentivising excessive risk-taking. Regular review mechanisms are essential to ensure KPIs remain relevant and adaptable to changing business conditions.

Executive scorecards

The FY25 scorecards for the Executive Directors were recommended to and approved by the Committee.

Chief Executive Officer

	Key performance indicator (KPI)	Weighting	Target
	Operating income	40%	
Group performance (70%)	Cash management (Free cashflow)	15%	70%
	Operating income margin %	15%	
	KPI 1 – B-BBEE trust	10%	
Individual performance (30%)	KPI 2 – Capital allocation strategy	10%	30%
	KPI 3 – Transformative growth framework	10%	

Chief Financial Officer

	Key performance indicator (KPI)	Weighting	Target
	Operating income	40%	
Group performance (70%)	Cash management (Free cashflow)	15%	70%
	Operating income margin %	15%	
	KPI 1 – Cost reduction	10%	
Individual performance (30%)	KPI 2 – Capital allocation strategy	10%	30%
	KPI 3 – Metrics and dashboards	10%	

LTI scheme

LTIs are awarded to roles that are strategically critical to Altron's long-term sustainability and directly aligned with the delivery of the long-term strategy to create value for shareholders. These LTIs are awarded in the form of performance shares.

Additionally, Core Leadership roles may be awarded LTIs as a means of attracting and/or retaining such skills and awarded in the form of bonus shares. Such awards are at the discretion of the Altron Board and approved by the Committee.

The principles underlying the LTI include the following:

- performance, thereby aligning their interests with those of shareholders'
- Allocating awards and/or grants on an annual basis
- performance.

Additional information

ALTRON Integrated Annual Report 2025

Remuneration Implementation Report

Remuneration outcomes for Executive Directors

• Ensuring that a significant proportion of the Executive Leadership and Core Leadership's remuneration is oriented towards Altron group

• Limiting the effects of dilution of shareholders' equity due to the participation of individuals in the plan

• Measuring the performance criteria over a period of three years to motivate participants to achieve sustained improvements in financial

⑤ (←) → 6 50

Strategic direction and progress

Remuneration supporting performance

Part 2 | Remuneration Policy CONTINUED

FY25 LTI targets

The Committee approved the following performance parameters to be applied over a three-year period, with measurement taking place at the end of year three. The criteria are measured in respect of Altron group's audited consolidated financial results.

Performance criteria	Weighting
HEPS growth	50%
ROIC growth	50%
Achievement threshold	Awarded % of Performance Shares
106% - 110%	Linear vesting up to 150%
101% - 105%	Linear vesting up to 125%
100%	100% vests
90% – 99%	75% vests linear
80% - 89%	50% vests

HEPS growth and ROIC growth from continuing operations will be utilised as per the group audited annual financial statements and will be based on the approved Target Operating Model for the group. The HEPS and ROIC, as disclosed in the FY25 annual financial statements, will be used as the baseline.

The metric is measured relatively with a 3-year compound annual growth rate (CAGR) relative to the baseline and applied as per the table on the following pages.

Minimum shareholding requirements

The MSR were reintroduced into the Remuneration Policy, effective 1 March 2024, to ensure that the Executive Directors' interests remain aligned with those of shareholders throughout their tenure as Executive Directors.

Participation is mandatory for the Executive Directors and provides participants with a period of five years to meet the expected participation level. The MSR was extended, on an optional basis, for those in Executive Leadership positions who also have five years to meet the targets.

Once a participant has met the MSR it must be maintained for as long as the participant remains in the employ of Altron. Furthermore, once the MSR is achieved, with prior written approval from the Committee, an Executive is permitted to trade shares below the MSR level, up to a maximum of 30%, subject to the MSR target being restored within the current financial year.

In the event of resignation within the three-year period, following the matching of shares, the Committee will propose the treatment of the matched shares in terms of retraction.

Altron offers a deferred bonus scheme to those who participate in the minimum shareholding requirement.

Should the participant elect to defer a portion of their STI bonus, the deferred amount is matched in shares as outlined above.

Malus and claw back

The malus and claw back policies apply to all elements of the remuneration framework and support the commitment to upholding the tenets of fair and responsible pay by allowing the ability to reduce, delay, forfeit or claw back any unvested or unpaid remuneration and safeguard against any pay practices that are conducive to high-risk behaviour or practices.

Trigger events:

• The discovery of an action or conduct by a participant which in the opinion of the Remuneration and Nominations Committee, amounts to gross misconduct, gross negligence, fraud and any other behaviour that has placed the reputation of the organisation at risk

Executive Directors' conditions of service

Executive Directors' employment is governed by a comprehensive, market-related employment contract with no special payment provisions. The salient terms include:

Element	Provision
Contract term	Indefinite, unless the following occurs: • Retirement • Resignation • Dismissal • Mutual separation
Notice period	60 days
Payments on termination	Statutory payments
STI payments on termination	Forfeiture
LTI payments on termination	In the event of "No-Fault" termination, ur Resignation or Dismissal: Classified as a "I Termination).
Restraint of trade	12 months
Change of control	The Board will have the discretion to ensu

Title	MSR Target	DBS Matching
Group Chief Executive Officer	200% of annual TCoE	Defer up to 33% (fixed %) of STI into Altron shares. Altron matches each share that is purchased.
Group Chief Financial Officer 💙	150% of annual TCoE	Defer up to 33% (fixed %) of STI into Altron shares. Altron matches each share that is purchased.
Executive Leadership (voluntary)	100% of annual TCoE	Defer up to 33% (fixed %) of STI into Altron shares. For every two shares purchased, Altron matches one share.

- The discovery of a misstatement resulting in an adjustment to the Altron group and/or operation's audited accounts in respect of a period for which the condition pavout was assessed
- The discovery of events that occurred prior to the award of the scheme or vesting that have led to the censure of the company or a member of the Altron group by a regulatory authority, or have had a significant detrimental impact on the reputation of any member of the Altron group
- The discovery that any information or the assessment of any performance condition(s) used to determine an award of a payout was based on erroneous, inaccurate or misleading information and led to a material error in the calculation of any variable pay award and/or vesting of any awards
- Information that led to a material error calculating any variable pay award and/or vesting of any awards.

invested shares will vest immediately. "Fault" termination (payout condition is articulated under LTI payments on

sure that participants in the LTI are treated fairly.

(5) (←) (→) (☆) 51

Remuneration supporting performance

Part 3 | Remuneration Implementation Report

Business performance for FY25

The FY25 remuneration for Altron's Executive Directors is reviewed and recommended by the Committee.

Executive Directors disclosures

Total cost of employment increases: Executive Directors

The guideline percentage for the total awarded increase from 1 May 2025, backdated to March 2025, was 5%. The Committee approved the group total percentage salary increase of 4.6% effective 1 March 2025. Deliberation and alignment of this percentage increase was considered reasonable for awarding to Executive Directors, reflecting their contribution and the overall group performance.

	FY26	FY25
WG Kapp	R8 870 080	R8 480 000
CC Snyman	R5 425 602	R5 187 000

Awarded vs. single-figure remuneration

The remuneration of each Executive Director from 1 March 2024 to 28 February 2025 is disclosed according to two methodologies: Awarded and single-figure remuneration. The components of each of these are provided below:

	Awarded remuneration	Single-figure remuneration	
Total cost of employment	 Guaranteed pay, defined contribution pension payments, and any other fixed remuneration paid in FY25 	 Guaranteed pay, defined contribution pension payments, and any other fixed remuneration paid in FY25 	
STI	• Cash STI	• Cash STI	
LTI	 Face value of LTI awarded in FY24 and FY25 respectively This is calculated as follows: Strike price x LTI award = Face value 	• Vesting LTI, for which the performance period ends in the prior performance year (FY24)	

Feedback from shareholders and stakeholders is welcomed

Feedback allows Altron to progressively craft future remuneration reports of excellence and provide continued appropriate disclosures. Each year, the Remuneration Report is re-examined and changes are introduced to amplify the quality of reporting and this is done in concert with both shareholders, as well as reference to Proxy Advisors.

Feedback on the FY25 Remuneration Report can be shared by contacting:

Company Secretary Mbali Ngcobo | Mbali.Ngcobo@altron.com | 011 205 795



ALTRON Integrated Annual Report 2025

(5) (←) (1) 52

Remuneration Policy Remuneration Implementation Report Remuneration outcomes for Executive Directors

Strategic direction and progress

Our performance_____

Board and governance

eration supporting perform

Part 3 | Remuneration Implementation Report CONTINUED Remuneration outcomes for Executive Directors



Altron Group Chief Executive Officer | Werner Kapp

Performance Outcomes: 1 March 2024 to 28 February 2025

Performance against the FY25 STI scorecard

	Key performance indicator (KPI)	Weighting %	Target %	Stretch %	Achieved %
	Operating income	40			
Group performance	Cash management (Free		70	100	58.40
(70%)	cashflow)	15			
	Operating income margin %	15			
	KPI 1 – B-BBEE trust	10			
Individual performance (30%)	KPI 2 – Capital allocation strategy	10	30	-	26.50
	KPI 3 – Transformative growth framework	10			

Pay mix scenario

The graph below illustrates the remuneration outcomes under threshold, target and stretch performance conditions, compared with actual single-figure outcomes for FY25.

uneration Poli





Altron Group Chief Financial Officer | Carel Snyman

Performance Outcomes: 1 March 2024 to 28 February 2025

Performance against the FY25 STI scorecard

	Key performance indicator (KPI)	Weighting %	Target %	Stretch %	Achieved %
	Operating income	40			
Group performance	Cash management (Free		70	100	58.40
(70%)	cashflow)	15			
	Operating income margin %	15			
	KPI 1 – Cost reduction	10			
Individual performance (30%)	KPI 2 – Capital allocation strategy KPI 3 – Metrics and	10	30	-	27.00
	dashboards	10			

Pay mix scenario

The graph below illustrates the remuneration outcomes under threshold, target and stretch performance conditions, compare with actual single-figure outcomes for FY25.

CFO - FY25 Pay mix (actual)



Remuneration Implementation Report

	Remuneration outcomes for Executive Directors
--	---

Remuneration outcomes					
Awarded remuneration (R'000)	FY25	FY24			
Guaranteed pay Retirement benefits	8 108 372	7 996 420			
Total Cost of Employment	8 480	8 416			
STI LTI (face value of award)	5 042 8 196	9 396 8 918			
Total Awarded Remuneration	21 718	26 730			
Single-figure remuneration (R'000)	FY25	FY24			
Guaranteed pay Retirement benefits	8 108 372	7 996 420			
Total Cost of Employment	8 480	8 416			
STI LTI (vesting)	5 042 17 150	9 396 –			
Total Awarded Remuneration	30 672	17 812			

Remuneration outcomes

STI

LTI (vesting)

Total Awarded Remuneration

Awarded remuneration (R'000)	FY25	FY24
Guaranteed pay Retirement benefits	4 897 290	3 497 253
Total Cost of Employment	5 187	3 750
STI LTI (face value of award)	2 659 3 502	3 775 1 044
Total Awarded Remuneration	11 348	8 569
Single-figure remuneration (R'000)	FY25	FY24
Guaranteed pay Retirement benefits	4 897 290	3 497 253
Total Cost of Employment	5 187	3 750

	\frown		
		6	
		L CU	
\sim			

3 775

7 525

2 659

7 846

Our performance

and governance

Board

Remuneration

muneration Policy

Part 3 | Remuneration Implementation Report CONTINUED

Remuneration outcomes for Executive Directors CONTINUED

Executive Director summary tables

	w	Карр	C Snyman		Total	
Awarded remuneration (R'000)	FY25	FY24	FY25	FY24	FY25	FY24
Guaranteed pay	8 108	7 996	4 897	3 497	13 005	11 493
Retirement benefits	372	420	290	253	662	673
Total Cost of Employment	8 480	8 416	5 187	3 750	13 667	12 166
STI	5 042	9 396	2 659	3 775	7 701	13 171
LTI (face value of award)	8 196	8 918	3 502	1 044	11 698	9 962
Total Awarded Remuneration	21 718	26 730	11 348	8 569	33 066	35 299

	WI	Карр	C Snyman			Total	
Single-figure remuneration (R'000)	FY25	FY24	FY25	FY24	FY25	FY24	
Guaranteed pay	8 108	7 996	4 897	3 497	13 005	11 493	
Retirement benefits	372	420	290	253	662	673	
Total Cost of Employment	8 480	8 416	5 187	3 750	13 667	12 166	
STI	5 042	9 396	2 659	3 775	7 701	13 171	
LTI (vesting value)	17 150	-	-	-	-	-	
Total Awarded Remuneration	30 672	17 812	7 846	7 525	38 518	25 337	

Executive Director shareholding

The schedule below includes details of awards made during the year, awards vested during the year and the fair value of outstanding awards as at year-end.

Altron 2009 Share Plan	Share option	Allocation date	Strike price	Balance 1 March 2024	Lapsed/ Awarded forfeited Exe	ercised	Exercise date	Gross proceeds (R'000)	Exercise price	Balance 28 February 2025	Vesting date
Directors' options											
WG Kapp	Altron BS	03-Oct-22		1 500 000		500 000	27-Jun-24 14-Nov-24	7 025 10 125	14.05 20.25	500 000	Oct-25
	Altron PS Altron PS	01-Dec-23 01-Jun-24		869 565	466 926					869 565 466 926	Jun-26 Jun-27
C Snyman	Altron BS Altron PS	01-Jun-23 01-Dec-23		434 783 434 783						434 783 434 783	Jun-26 Jun-26
	Altron PS	01-Jan-24			233 463					233 463	Jun-27

ation Implementation Report Remuneration outcomes for Executive Directors



(5) (←) (2) (54)

Strategic direction and progress

Our performance

Remuneration supporting performance Remuneration Policy Remuneration Implementation Report Remuneration outcomes for Executive Directors

Part 3 | Remuneration Implementation Report CONTINUED Fees related to Non-Executive Directors

Non-Executive Director's fees

The following remuneration was paid to Non-Executive Directors in the period 1 March 2024 – 28 February 2025:

Non-executive directors	Board	Audit and Risk Committee	Remuneration Committee	Social, Ethics and Sustainability Committee	Nomination Committee	Investment Committee	Total
SW van Graan (Board and NomCom Chairman)	1 255 467	_			159 569	86 431	1 501 467
P Mnganga (RemNomCom Chairperson)	331 320	_	269 267	_	86 431	-	687 017
GG Gelink (AARC Chairperson)	331 320	293 645		_	86 431	_	711 395
T Ngara (InvestCom Chairperson)	331 320	_	-	_	_	161 782	493 102
S Rapeti (SESCom Chairperson)	331 320	149 593	147 375	161 782	-	-	790 070
AC Ball	331 320	-	147 375	-	76 431	-	555 125
BW Dawson	331 320	-	-	-	-	86 431	417 750
RE Venter ¹	161 777	-	71 961	42 203	42 203	42 203	360 345
G Kouteris ²	331 320	-	-	-	-	-	331 320
AS Sithebe	331 320	149 593	-	86 431	-	-	567 343
Total	4 067 800	592 831	635 978	290 415	451 063	376 846	6 414 932

Total annual fees (Rand), excluding VAT at 15%, where applicable

^{1.} Passed away on 7 August 2024

² Appointed 17 May 2024

Proposed fees for FY25/FY26

This proposed adjustment is aligned with the group-wide remuneration increase and remains consistent with prevailing market practices. The increase is informed by external benchmarking exercises conducted to ensure the competitiveness and appropriateness of the fee structure.

In accordance with Altron's governance practices, the proposed Non-Executive Directors' fees are submitted annually to shareholders for approval at the Annual General Meeting.

Remuneration for Non-Executive Directors is structured as an annual retainer, which is payable in two equal installments, bi-annually in arrears. Non-Executive Directors do not participate in any STI schemes, nor are they eligible for LTI plans, thereby preserving their independence and ensuring alignment with sound corporate governance principles.

The Committee continues to review the Non-Executive Directors' fees periodically, taking into account market trends, the scope and complexity of the roles, and the time commitments required to discharge their duties effectively.

Role	FY24/FY25 Fees	% Increase	FY25/FY26 Fees
Board Chairman	R1 284 892	4.6%	R1 343 997
Board Member	R339 085	4.6%	R354 683
Audit and Risk Committee Chairman	R300 527	4.6%	R314 351
Audit and Risk Committee Member	R153 099	4.6%	R160 141
Remuneration and Nominations Committee Chairman*	R275 578	0%	R275 578
Remuneration and Nominations Committee Member*	R150 829	0%	R150 829
Social, Ethics and Sustainability Committee Chairman	R165 574	4.6%	R173 190
Social, Ethics and Sustainability Committee Member	R88 456	4.6%	R92 525
Investment Committee Chairman	R165 574	4.6%	R173 190
Investment Committee Member	R88 456	4.6%	R92 525

Total annual fees (Rand), excluding VAT at 15%, where applicable

* Remuneration and Nominations Committee combined effective 1 February 2025

- Includes market-related considerations (having regard to the median fees paid by companies of similar size and structure and operating in similar sectors)
- Is not linked to Altron's share price or the company's performance • Balances the needs and requirements of all stakeholders.

principles.

business.

Non-Executive Directors' Fees Resolutions and Non-Binding Advisory Vote

The resolutions relating to Altron's Non-Executive Director fees for the 12-month period commencing on 1 September 2025 can be found in Altron's notice of AGM at

Shareholders are requested to cast a non-binding advisory vote on Part 2 of this report at the Company's AGM to be held on Thursday, 31 July 2025.

Non-Executive Directors remuneration

The remuneration for Non-Executive Directors:

- The Committee takes cognisance of market norms and practices and the additional responsibilities placed on Board members by new legislation and corporate governance
- The annual fees for Altron's Non-Executive Directors are reviewed and recommended by the Committee to the Altron shareholders for approval at the annual general meeting. In principle, the increases for Non-Executive Directors fees are aligned to the average increases approved for Altron employees, subject to external benchmarking recommendations.
- The Altron Travel Policy, approved by the Board, applies to all expenses incurred by the Non-Executive Directors to attend Board and Committee meetings, or conduct Altron-related

www.altron-investors.com.

Introduction

Group profile and value creation

Strategic direction and progress

Board and governance

Remuneration supporting performance

Sustainable value creation

Report to shareholders

Social, ethics and sustainability committee Report to shareholders

Altron's commitment

to ESG drives real impact –

education to innovative tech

from digital inclusion and

that improves lives.

With initiatives like the

Ascent Foundation and

MathU, we're building a

purpose-led, future-fit

South Africa. 🗾

organisation transforming



Sharoda Rapeti, Chairperson of the SESCom

Committee activities

During the reporting period, the SESCom was chaired by Sharoda Rapeti (Independent Non-Executive Director) and comprised members Alupheli Sithebe (Independent Non-Executive Director), Robert Venter⁵ (Non-Executive Director) and Mr. Werner Kapp (Executive Director). Dr Phumla Mnganga joined the committee on 1 February 2025 (subject to shareholder approval at the AGM to be held on 31 July 2025). The committee achieved an 90% attendance rate, with additional participation from various internal and external invitees, as required.

Message from the SESCom Chair

As we reflect on the past financial year, it is inspiring to see the tangible impact of our initiatives across our employees, customers, and the communities in which we operate. Our unwavering commitment to environmental, social, and governance (ESG) principles is integral to our everyday operations, as demonstrated in the Performance by Segment reviews. These efforts are firmly aligned with our long-term ambition to create purpose-led, sustainable value by tackling real-world challenges.

Altron continues to make a meaningful contribution to society through innovation, digital transformation, and a strong sense of social responsibility. By delivering innovative ICT solutions across key sectors, including transport, health, education, security, and financial services, Altron enhances service delivery and operational efficiency for both public and private sector customers. In addition to our technological impact, we remain deeply invested in community upliftment through initiatives that promote digital inclusion, skills development, and enterprise empowerment.

Noteworthy achievements during the year include the successful launch of the Ascent Foundation and the MathU Programme – two transformative initiatives that accentuate our dedication to social upliftment and educational development.

By empowering school children and tertiary students with the tools and support they need to succeed in STEM fields, Altron is not only transforming individual and household lives, but also shaping the future of South Africa's workforce. These initiatives are more than milestones – they are proof points of our purpose in action. With Altron celebrating its 60th anniversary, we recognise the significance of building a more inclusive, responsible, and future-fit organisation and we will continue to embed ESG into our strategy and culture to achieve sustained outcomes.

The advancement of Altron's Sustainability Framework, underpinned by the tracking of measurable goals and a notable improvement in our CDP rating, demonstrates our firm commitment to environmental transparency and credible,

science-based performance. In parallel, the committee enhanced its oversight of ESG risk management, ensuring these factors are effectively integrated into the broader governance and risk landscape.

Altron's dedication to investing in our people is central to our ambition of becoming a leading platform and IT services provider. We focus on providing meaningful work, fostering connection, and supporting personal and professional growth. Recognition as a Top Employer reaffirms our progress in creating a workplace where employees are empowered to be their best epic selves.

A key initiative in FY25 was our second annual Leadership Forum where Altron's Top 100 leaders gathered to reflect on the group's legacy, clarify its strategic direction, and commit to embedding high-performance behaviours into daily operations. These behaviours and the Altron Way continue to drive cultural transformation across business units and strengthen strategic alignment. The successful implementation of our integrated Human Resource Information System positions us to make data-driven people enabled decisions aligned with our strategic goals, where technology continues to advance at a blistering pace, SESCom approved.

In the area of technology and information, where technology continues to advance at a blistering pace, SESCom approved a revised Technology and Information Policy, aligned with Principle 12 of King^{IV}, maintaining oversight of cybersecurity, privacy, digital literacy, and the responsible use of AI.

Looking ahead to FY26, the committee will continue to monitor progress on transformation objectives, including broad-based black economic empowerment, employment equity, and skills development. We will also stay updated on any legislative or regulatory changes, including potential amendments to the Companies Act Regulations, ensuring alignment with the disclosure requirements. We will further strengthen our purpose-driven culture and employee value proposition (EVP), while deepening the reach of the Altron Way across the organisation.

~Sharoda Rapeti



ving customer obsession Developing a high-performance culture Deepening our ESG aspirations

 \checkmark

Sustainable value creation CONTINUED

Key focus areas in FY25

The SESCom monitors the group's ethical business practices and sustainability commitments. It oversees key areas such as social and economic development, corporate citizenship, environmental impact, consumer relations, labour and employment. The committee ensures that the group aligns with best practices, including the UN Global Compact Principles, OECD recommendations on corruption, the Employment Equity Act, and the Broad-Based Black Economic Empowerment Act.

Focus areas	Description
Environmental, social, and governance oversight	 Evaluated progress on measurable goals outlined in the Altron Sustainability Framework Noted improvements in the Company's CDP ratings and assessed initiatives to maintain or enhance these ratings.
Cultural and leadership development	 Oversaw the launch of "the Altron Way," a cultural transformation initiative aimed at fostering a high-performance environment rooted in Altron's values and behaviours Reviewed succession planning efforts for executive Committee and Management roles, ensuring a strong leadership pipeline, culminating in establishing the Leadership Forum.
Employee engagement and community development	 Reviewed results from the Employee Engagement Survey to gauge workplace sentiment and drive improvement initiatives Oversaw the annual bursary intake into the ICT certification programmes, via the Ascent Education Trust Oversaw the implementation of the MathU initiative Reviewed B-BBEE compliance across all Business Units Assessed the company's contributions to community development, sponsorships, donations, and charitable initiatives on a quarterly basis Assessed compliance with labour standards, including fair work conditions and human resource development Reviewed employment relationships, skills development initiatives, and workforce transformation efforts.
Ethics, fraud prevention, and compliance	 Evaluated the company's legal and regulatory compliance through the review of quarterly Legal and Compliance Reports, ensuring adherence to applicable laws and regulations Assessed and monitored fraud and corruption risks through the quarterly Fraud and Corruption Report, implementing mitigation measures to protect the group's reputation and ensure adherence to ethical standards Reviewed the quarterly Ethics Line Report to address incidents of unethical behaviour and oversaw investigations, reinforcing ethical business practices Provided oversight of codes of conduct and ethical policies to promote and embed a strong ethical culture across the group Reviewed the quarterly Gift Register to ensure transparency and accountability in corporate gifting practices.

It also promotes equality, ethical leadership, and community development while ensuring transparency in sponsorships, donations, and corporate social responsibility initiatives. Furthermore, the SESCom oversees IT governance, ensuring ethical technology use, cybersecurity, data protection, and promoting responsible AI and digital literacy initiatives. The SESCom plays a key role in overseeing sustainability reporting and ensuring alignment with corporate governance frameworks, such as King^{IV} principles. Regularly reviewing policies, performance, and key risks helps the group maintain ethical, responsible, and sustainable business practices.

Focus areas	Description
Risk management and sustainability	 Reviewed the Company's BCM Programme Reviewed and evaluated Altron's Enterprise
Consumer relations	 Evaluated consumer relationships, advertise protection laws Oversaw brand and reputation management
Technology and information governance	 Approved the Altron Technology and Infor and sustainability objectives Ensured the integration and application of
Policy development and governance	 Approved key policies to strengthen gover Altron Code of Conduct Altron Competition Law Policy Altron Cybercrimes Policy Altron Health, Safety, and Environmenta Altron PAIA Manual Altron Privacy Statement Altron Supplier Code of Conduct Conflict of Interest Policy (specific to Alt Crisis Communication Framework
Committee effectiveness and reporting	 Updated the SESCom mandate and terms as amended, and the incorporation of Prin Reported the Social, Ethics and Governance

Report to shareholders Driving customer obsession Developing a high-performance culture Deepening our ESG aspirations

ne and monitored progress

ise Risk Management framework, specifically concerning ESG risk ratings.

ising practices, public relations efforts, and compliance with consumer

ent, ensuring strong customer-obsession relationships.

prmation Policy, ensuring its alignment with the group's ethical, social,

of King^{IV} Principle 12 within the Committee's reporting agenda.

ernance and compliance, including:

	– Ethics Line Policy
	 Altron FinTech Advertising Policy (FAIS requirement for Financial Service Providers)
ental Policy	 Altron FinTech Anti-Money Laundering Policy
-	 Altron FinTech Continuous Professional Development Policy
	 Information and Technology Policy
o Altron FinTech)	 Risk Management and Compliance Policy
Action Fiffeen	 Signing of Altron Group Letterheads Policy and the Delegation of Authority Policy
	– Social Media Policy

of reference and annual workplan in accordance with the Companies Act, nciple 12 of King^Ⅳ

nce Report to shareholders through the Integrated Annual Report.

(5) (←) (1) 57

Board and governance

Sustainable value creation

Driving customer obsession

Our commitment to understanding and meeting customer needs continues to deepen.

Over the past year, customer-centricity has progressed from a guiding principle to the primary driver of our operations. This philosophy has underpinned our transition from transactional engagements to relationship-oriented interactions.

Sharper focus and delivery

We introduced a unified strategic framework to guide our marketing efforts and align them more closely with customer and business priorities. This has enabled more focused execution, improved prioritisation and better coordination across marketing activities, resulting in more consistent and impactful customer interactions.

A key driver of this evolution was marketing's growing role in contributing to revenue outcomes alongside its traditional focus areas. By working more closely with sales, we're creating clear engagement plan, aligned marketing activities with business needs and launched data-informed campaigns that delivered real value. This approach enables more effective collaboration and contributes directly to business growth.

Enhanced customer experience

We advanced our approach to measuring and improving customer experience, implementing a sophisticated real-time platform capable of analysing customer feedback. This tool measures satisfaction, effort and sentiment across over 36 touch points, as well as public review platforms and provides a consolidated view of our customer experience performance. We have deepened our insights beyond traditional metrics by adopting natural language processing technology, collecting over 35 000 feedback entries this year alone. These insights drive continuous improvements, enhancing service quality and customer satisfaction. By capturing open-ended, qualitative responses, the system goes beyond simple scores and helps us understand the 'why' behind customer sentiment. As more data accumulates, we are building a clearer view of trends over time, allowing our employees to proactively address issues and enhance the overall customer experience.

Recognising that every customer interaction contributes to shaping our brand, we implemented a system designed to enhance the consistency and quality of business content across all touchpoints, including proposals, presentations and related communications. This platform standardises templates across the group, enabling teams to produce professional, branded documents more efficiently. Since launch, it has generated over 46 000 documents and saved an estimated 6 000 hours of employee time.

Looking ahead, we are exploring Al-driven content tools to help sales and bid teams respond more effectively to customer needs, allowing them to focus more on engagement and less on administration.

Smarter digital marketing, stronger customer connection

Prioritising customer-centricity in our digital engagement efforts is a central focus. The introduction of a centralised campaign management platform enhanced our ability to engage the right audiences with tailored messaging delivered at the most effective time and through the most appropriate channels. This shift allows us to better understand customer needs and deliver more relevant, timely experiences.

In FY25, we executed 49 digital campaigns and launched six new websites, each designed to enhance customer discovery, engagement and understanding of our offerings. Supported by performance dashboards and connected directly to our customer databases, these platforms enabled the generation of +47 000 leads while reducing overall marketing technology platform costs by 30% compared to FY24.

A notable outcome was realised within Netstar, where we enhanced our digital outreach to more effectively align with customer search behaviour and intent. By adjusting content and journeys based on real-time interest, we lowered the cost per lead by nearly 60% while improving lead quality. This demonstrates how increased responsiveness to customer behaviour can drive improved customer experiences and stronger business outcomes.

Altron executed several other impactful campaigns, improving customer engagement and satisfaction. Notable achievements included the Altron FinTech Household Resiliency Index campaign, dramatically increasing audience reach and engagement throughout the year. Additionally, AI-driven solutions streamlined our bid and sales processes, enhancing responsiveness and market competitiveness.

As we build on this foundation, we are working to improve how we track the long-term impact of these engagements, ensuring our efforts continue to meet customer needs while contributing meaningfully to accelerated growth.

Staying attuned to what matters to our customers

Understanding customer perceptions is fundamental to building trust and establishing long-term credibility. This year, we strengthened our capability to monitor public sentiment by tracking references to Altron across online news, social media and other digital platforms. These insights enable us to respond more effectively to emerging concerns, refine our messaging and maintain relevance in the conversations that matter most to our customers.

This capability enabled us to achieve 39% more coverage in tier one media publications and increase our share of voice by 33%. By being more responsive and relevant in our communication, we are reinforcing our position as a trusted partner and ensuring our brand continues to reflect the authenticity our customers have come to expect.

Continuous evolution

As we move forward, Altron remains deeply committed to our customer obsessed business principle. Over the past year, we have laid the foundation for a modern customer engagement engine to strengthen our customer connection and drive growth. We have implemented key platforms that enable smarter targeting, more consistent messaging and faster, more relevant engagement across digital channels. These advancements is strengthening collaboration between marketing and sales, boosting campaign effectiveness and highlighting visibility into customer interactions, facilitating a move from transactional communication to relationship-focused engagement.

With established agile distribution systems and intelligent sales and marketing processes, our focus going forward is on integrating customer and market data to create a more comprehensive view of each customer. This will enable deeper personalisation, more accurate opportunity identification and stronger long-term value creation. As we move from building to fully operating within this new ecosystem, we aim to transform marketing into a strategic growth lever – delivering measurable business outcomes through insight-led partner, customer-first engagement.

Our business is built on three principles

epening our ESG aspiratio



Purpose driven

Since 1965 we've been harnessing the power of data and technology to transform today into a simpler, safer and smarter tomorrow.



Customer obsessed

We're a trusted partner to deliver critical national solutions to the public sector and 50% of the JSE Top 100 companies.



Growth focused

Where there's change, we see opportunity, we're here to help you redefine the competitive landscape of tomorrow.

Sustainable value creation CONTINUED

Developing a high-performance culture

Altron's ongoing investment in people is central to our ambition to become the leading platform and IT services provider.

Our efforts are rooted in building a high-performance culture through purposeled engagement, future-fit talent development and aligned leadership.

Achieving **Top Employer** certification once again validated our progress in creating an environment where our people can thrive.

Our people strategy is built on an integrated framework that addresses the holistic employee experience. Together, these six pillars form the foundation of our human-powered, high-performance culture.

We have adopted this framework to enable our high-performance culture



Source: Cartner

© 2024 Gartner, Inc. and/or its affiliates. All rights reserved 2399764

Why we work – A human deal



ng organisational resilience



npowering our people,

At Altron, our approach to work begins with a clear understanding of why we work, grounded in the concept of a "human deal". This reflects our commitment to a purpose-led culture and a compelling EVP that extends beyond traditional compensation. It offers our people meaningful work, a sense of connection and opportunities for personal and professional growth – all aligned with our purpose of building a simpler, safer and smarter tomorrow.

Developing a purpose-driven culture

Our culture continues to serve as the cornerstone of how we lead, engage and deliver. The Altron Way is a unifying framework that links our purpose, strategy and our high performance behaviours, enabling alignment across teams and business units and embedding clarity of direction and accountability. This culture is brought to life through a clearly defined set of high-performance behaviours that reflect what we expect from each other and how we deliver value internally and to our stakeholders.

Performance management transformation

In FY25, we initiated a comprehensive review of our performance management process to improve alignment, feedback consistency and employee development. This work forms part of a broader, phased transformation that will continue into FY26, aligned with the rollout of our new Human Resource Information System. The new group-wide framework aligns individual goals with strategic business objectives through balanced scorecards, ensuring clear expectations, fair performance ratings and informed short-term incentive decisions.

Key changes include restructured goal-setting cycles, mid-year and year-end reviews and ongoing feedback mechanisms. Performance-linked career development discussions will be integral to the process, enhancing engagement and accountability. This transition supports a consistent highperformance standard across all business units.





ALTRON Integrated Annual Report 2025

Report to shareholders Driving customer obsession Developing a high-performance culture Deepening our ESG aspirations

How we experience work **Enhanced Employee** Experience (EX)

a culture that attracts, engages, develops and retains talent and drives sustainable success through high performance

👝 🛛 Talent Management & Succession

> Learning & Development

Employee engagement

🔶 Benefits & Wellbeing

Reward & recognition $(\bigcirc) (\leftarrow) (\rightarrow) (\textcircled{a})$ 59

Sustainable value creation CONTINUED

Onboarding and culture integration

Our onboarding programme has been revitalised to reinforce cultural alignment and accelerate integration. By standardising onboarding across both group and business unit levels, we ensure that our new hires are equipped with the clarity, tools and behavioural expectations needed to contribute meaningfully from the outset. This reduces ramp-up time, minimises early attrition and supports performance consistency across the group.

Our phased approach, where new employees attend a group-wide orientation that introduces them to our purpose, culture and broader organisation. Thereafter, each business unit is responsible for a three-tosix month induction period, tailored to help the new starter integrate into their role, team and business context. This promotes deeper engagement and alignment with Altron's strategic objectives. Embedded feedback loops, interactive elements and a focus on community building aim to enhance employee retention and satisfaction. These outcomes contribute to reduced hiring and training costs, stronger internal capability and sustained cultural cohesion, all of which underpin Altron's ability to execute strategy and deliver long-term stakeholder value.

Reward and recognition

Our reward philosophy balances fairness, competitiveness and strategic alignment. Altron was acknowledged in the top tier of South African tech companies for average salaries (MyBroadband, September 2024).

We continue aligning our remuneration structures with strategic business goals, with recalibrations during the year to our short-term and long-term incentive schemes to support our high-performance behaviours.

Future initiatives include introducing behaviour-based rewards to reinforce high-performance behaviours, offering incentives that promote participation and collaboration and enhancing recognition practices that foster teamwork. We will also continue to uphold fair and transparent rewards through regular benchmarking and parity assessments to strengthen trust and equity across the organisation.

For more information, please see our remuneration report on page 45.

Talent acquisition and future skills

Altron is redefining its talent acquisition approach to build a more agile and future-fit workforce aligned with the group's strategic priorities. In response to challenges such as limited skills visibility, inconsistent recruitment practices and sourcing delays, we are developing a unified Talent Acquisition Strategy and a group-wide Talent Pipeline Plan to drive greater efficiency and responsiveness across the organisation. To ensure long-term capability, we also focus on developing future-ready skills in areas such as AI, cloud, data science and digital transformation.

Various group programmes, including graduate and intern placements, learnerships and the Transformative Growth Forum, are key enablers of this agenda. These initiatives help close critical capability gaps, strengthen internal succession pipelines and support the development of next-generation leadership.

We invested R67 million in employee skills development (FY24: R48.3 million) and our graduate recruitment and training programme. During FY25, our people attended 1 886 training events, focusing on leadership development, including business coaching, ICT workshops and accredited certifications, operational training and soft skills. Of these, 1 662 involved black employees and 586 involved black females. Altron invested R59 million in training black employees and our average spending per black training intervention rose to R29 463 per training event.

We continued to support future ICT talent through:

- Learnerships: Hosting 169 learners across NQF-aligned programmes
- Ascent bursaries: Supporting the second intake of bursars, with seven beneficiaries enrolled in degree-, diploma- and ICT certification studies, after the initial intake of six beneficiaries in a nine-month ICT certification programme.

How we work – Embedded wellbeing



Building organisational resilience

Holistic wellbeing

Our wellbeing strategy is central to sustaining engagement, performance and retention. In FY25, we enhanced our financial wellbeing offering by launching the PayCurve platform, enabling early wage access alongside financial education and credit support. We also introduced a cost-effective medical insurance option and continued to fund wellness initiatives such as running clubs and digital health platforms to support physical wellbeing. These initiatives respond directly to the top risks employees reported through our support channels, which centred on mental health, financial stress and relationship-related challenges.

While our employee wellbeing programme usage remains below the benchmark (11.5% vs 38.7%), we are addressing this through a targeted action plan. Key initiatives include launching an executive wellness programme, relaunching the "Hub" app and mental health awareness aligned to the national calendar. These efforts reinforce our EVP and reduce people-related risk, enabling Altron to attract, retain and empower the talent needed to deliver on our strategic ambitions.

Ensuring a safe working environment also remains fundamental to our people strategy. During the year, there were zero fatalities and 20 disabling injuries, primarily due to operating discipline. Internal audits, legal inspections and site upgrades were successfully concluded across multiple locations.

Emplovee engagement

Altron prioritises employee engagement as a strategic lever for culture, performance and long-term value creation. An organisationwide engagement survey was conducted, which identified strong cultural foundations, particularly in alignment and involvement teamwork and ownership and customer obsession. It also highlighted key areas for improvement, including work-life balance, feedback and recognition.

In response, targeted action plans were implemented. These included realigning the performance management process, launching the Altron Awards and EVP campaign and renewing the focus on benefits education and leader-led culture development. A follow-up pulse survey was then conducted to measure progress and refine initiatives going forward. Participation increased to 84%, up from 82% in the previous survey, while engagement remained steady at 72%. The pulse survey also provided detailed insights into opportunities for further enhancement, which will inform the refinement of action plans in FY26.

Disputes linked to labour law, discrimination and human rights

Our anonymous Altron Ethics Line and other channels did not log any allegations of discrimination or human rights incidents relating to our work and workers during the year. Several labour law disputes were resolved through mediation. No labour-related outcomes were awarded against us.

Who we work with – Integrated diversity and belonging



Embedding diversity and inclusion

Our transformation agenda is underpinned by deliberate, data-driven actions to support employment equity (EE) and inclusive growth. EE targets are monitored monthly at the operational company level.

B-BBEE levels

We remain committed to expanding our diversity gains throughout the company. During the year, 83% of our new hires were black and 25% were black women. Altron TMT SA group – Altron's South African operations – is a Level 1 B-BBEE contributor, while our holding company, Altron Limited, is a Level 3 B-BBEE contributor.

	FY24	FY25
Level 1	Altron TMT SA group Altron TMT Altron FinTech ACS Altron Karabina Altron Nexus	Altron TMT SA group Altron TMT Altron FinTech ACS Altron Nexus Altron Security
Level 2	Altron Head Office Altron FinTech Altron HealthTech Altron Security Altron Systems Integration Altron Managed Solutions Altron Document Solutions	Altron Head Office Altron Digital Business Altron Document Solutions Netstar
Level 3	Altron Altron Arrow Netstar	Altron Altron HealthTech Altron FinTech Altron Arrow

Employee demographic profile

At Altron, we recruit candidates who embody our values in a nondiscriminatory, fair and transparent manner. Recruitment decisions are based on a potential employee's ability, gualifications, experience and competencies relative to the job requirements, while considering the demographics of the economically active population and the applicable laws of the country where they will be employed.

We have observed a progressive shift in our workforce demographics, with a decrease in white male representation and an encouraging increase in female representation across all racial groups. These changes signify our commitment to diversity and exemplify our inclusive culture. Of our 4 329 permanent, full-time employees in South Africa (FY24: 4 278), 74.6%% are black (defined as African, Coloured or Indian South African citizens) and 28.5% are black women. The proportion of black people in middle, senior and executive management in South Africa is captured in Table 2. We do not collect race data for our international offices as this is not required in those countries.

 $(\bigcirc) (\leftarrow) (\rightarrow) (\bigcirc) _{60} _{60}$

and progress

Sustainable value creation CONTINUED

Table 1: South African employees by gender, race and employment type (number as at 28 February 2025)

	Number of black employees	Number of women employees	Total number of employees by type
Permanent employees (full- time) Temporary employees (full- and part-time, including	3 230	1 618	4 329
learnerships, interns and graduates)	188	115	252

Altron does not employ non-guaranteed hours employees. Although we outsource cleaning services, we do not have a significant number of non-workers.

Table 2: South African black employees as a percentage of the overall workforce by employee category (percentage as at 28 February 2025)

	Black men (%)	Black women (%)	Total black people (as % of employees at that level)
Group executives and divisional			
management	20%	13%	33%
Senior management	20%	16%	37%
Rest of employees (general)	46%	29%	75%
Overall % of black people by gender	46%	29%	75%

Table 3: Ages of South African employees by race and employee category (number as at 28 February 2025)

	Under 30 years old		30 to 50 years old		Over 50 years old	
	Black	White	Black	White	Black	White
Group executives and divisional management	0%	0%	36%	64%	25%	75%
Senior management	0%	0%	52%	48%	14%	86%
Employees (all our people)	93%	7%	79%	21%	40%	60%

Be your epic self

In FY25, we launched our **Be Your Epic Self** campaign as a unifying initiative to embed inclusion, belonging and authenticity across the organisation. This initiative encourages employees to bring their whole, unique selves to work, reinforcing the message that individuality is valued as a strength within our culture.

A central message – that it is not only acceptable, but encouraged to be yourself at Altron – was reinforced through video storytelling and office-based activities. To further support this theme, we refreshed our wellbeing portal to include relevant articles and resources.

Building on the campaign's early success, plans were developed in FY25 to expand the initiative by acknowledging and celebrating significant religious days across major faiths. Implementation began in FY26, recognising observances within Christianity, Islam, Hinduism and Judaism.

This broader recognition of diversity signals Altron's commitment to creating an environment where all employees feel seen, respected and valued.

Who we work for: Human leaders



uilding organisational resilience

Our leadership enablement journey is designed to build a deep bench of high-performing, purpose-led leaders who can steer the organisation through dynamic market conditions and into sustainable, accelerated growth. At the heart of this journey is a structured 18- to 24-month coaching programme for executive leaders, underpinned by systems thinking and individualised development, which deepens self-awareness and aligns personal growth with organisational objectives.

A standout initiative in FY25 was our second annual Leadership Forum, themed Lead Today | Take on Tomorrow, where Altron's top 100 leaders gathered to reflect on the organisation's legacy, clarify its strategic direction and commit to embedding our high-performance behaviours into daily operations. These behaviours, launched at the previous forum, are now actively shaping cultural transformation across business units. The event also strengthened role alignment and strategic cohesion, reinforcing each leader's contribution to Altron's broader value-creation objectives.

In 2024, we launched a transformative leadership development journey focused on growth, self-awareness and leadership resilience. Starting with Enneagram assessments for the

executive team and individual coaching for leaders, we enhanced team dynamics and personal mastery. Key initiatives like Talent Day strengthened our succession planning, while ongoing sessions on crucial conversations and systemic leadership enriched our leadership forums. Looking forward, we will continue coaching, introduce Leadership Circle 360 surveys and equip our leaders to navigate increasing complexity, reflecting our commitment to empowering people and building a resilient, optimistic future.

Succession planning is a key focus area, supported by talent reviews that assess leadership potential using a nine-box matrix. This process enables the identification of critical roles and builds a transparent pipeline of successors, ensuring continuity and resilience in leadership across the group. Looking forward, we will also place greater emphasis on developing our scarce and critical pipelines, ensuring that the right capabilities are available to meet evolving business needs. These initiatives are instrumental in embedding a culture of accountability, driving performance and sustaining leadership capacity for the long term.

Report to shareholders Driving customer obsession Developing a high-performance culture Deepening our ESG aspirations

Where we work – A human-centric workplace



Empowering our people,



Managing and reducing environmental impact

Our role-based hybrid work model prioritises business outcomes and employee wellbeing. While some roles remain site-dependent, most teams benefit from increased flexibility and autonomy. Office design, such as the Woodlands campus, supports this model with spaces that promote engagement, comfort and productivity. This evolution in where and how we work supports our environmental and human sustainability goals. Reduced commuting and more efficient office utilisation contribute to lower emissions and a smaller physical footprint. Together, these initiatives ensure that our workplace remains a meaningful enabler of performance and innovation.

What supports our work -**Technology enablement**



acilitating digital transformation,



uilding organisational resilience

Altron has modernised its people systems infrastructure by successfully implementing a fully integrated Human Resource Information System, consolidating payroll and human resources functions across the group. This integration has enhanced visibility, automated core processes and enabled smarter decision-making by providing consistent, real-time data across business units. It also resolved legacy system inefficiencies, standardised workflows and strengthened alignment with strategic and operational priorities.

The insourcing of payroll delivered immediate operational and financial benefits, including a 40% reduction in costs, improved processing timelines and enhanced payroll visibility. Complementary initiatives, such as payroll dashboard development, upskilling of payroll teams and employee education campaigns, have further strengthened governance and user experience. Additionally, the implementation of Templafy has improved efficiency and brand alignment by streamlining access to compliant, on-brand documents (see Driving customer obsession on page 58 for more detail). Together, these technology investments have increased agility, reduced risk and positioned Altron to support sustainable growth through digital enablement.

 $(\bigcirc) (\leftarrow) (\rightarrow) (\textcircled{a})$ 61

Remuneration

Sustainable value creation CONTINUED

Looking ahead

In FY26, we will continue to embed a highperformance, purpose-led culture by deepening the reach of the Altron Way across our organisation. Our priorities include fully operationalising our new performance management framework, further equipping our leaders and introducing behaviourbased recognition to reinforce our values and drive accountability. With the successful implementation of our integrated Human Resource Information System, we are well-positioned to make more informed, datadriven people decisions that align with our strategic goals.

We will also strengthen our talent pipeline by advancing future-fit skills development and continuing to drive inclusive practices through initiatives like

Be Your Epic Self. By enhancing our onboarding experience, activating our refreshed EVP and listening to employee feedback through regular engagement. we aim to create an environment where our people feel connected, valued and empowered to thrive. Through these efforts, we are building a people strategy that supports resilience, agility and longterm value creation.

We will also strengthen our talent pipeline by continuing to develop future-ready skills across our organisation. This will be achieved through the implementation of an integrated talent framework, providing a clear and consistent approach to talent management and succession planning. We remain committed to cascading talent reviews throughout the organisation, with a continued focus on identifying and developing leadership potential, as well as key, scarce and critical skills vital to our sustainable growth. Our aim is to build a resilient, agile workforce capable of thriving in an ever-changing environment.



Mentorship Programme

31 Altron employees applied to be mentors to the bursars

After a selection process. **six mentors** were identified and matched to the bursars after "chemistry" and lunch sessions were held

Training has been provided to the mentors

Weekly to bi-weekly meetings are being held between mentors and bursars

Feedback from the bursars is positive regarding the **quality** of mentorship they're receiving

Over the next 12-18 months we're focusing our efforts on aligning and enabling our leadership team to 'walk the talk' and embed the Altron Way.



Report to shareholders Driving customer obsession Developing a high-performance culture Deepening our ESG aspirations

Deepening our ESG aspirations

In FY24, we introduced a group-wide sustainability framework to guide the consistent, coordinated implementation of our ESG priorities.

This framework, now embedded into our operations, reflects our ambition to use technology to transform today into a simpler, safer and smarter tomorrow.

Given the framework's integrated nature, ESG considerations are woven throughout this report. Several of the framework's pillars building organisational resilience, empowering our people and embedding diversity and inclusion - are covered in detail in the preceding section, *Developing a high-performance culture*. To support clarity, these pillars have been tagged within the section.

This section focuses on two additional ESG priorities: facilitating digital transformation and managing and reducing our environmental impact. It explores how we invest in digital access, ICT skills and environmental performance, focusing on inclusive, future-fit development.

Together with ESG-aligned case studies featured throughout the report, this section illustrates how our sustainability ambitions are realised through business decisions, partnerships and programme delivery through our daily operations.

Facilitating digital transformation

Digital transformation is central to our daily internal operations and the digital solutions we provide to our customers. These solutions underpin critical functions across industries, enabling companies, banks, medical facilities and emergency services to operate efficiently and reliably. In doing so, we contribute meaningfully to economic and social stability.

At the same time, we recognise that in a country still grappling with profound social and economic inequalities, we must go further. To that end, we have implemented targeted initiatives aligned with our ESG aspirations, which are focused on education and digital skills development to enable future transformation and inclusive growth.

To ensure strategic alignment and local relevance, we manage our socioeconomic development (SED) efforts at group, divisional and subsidiary levels. Each division or subsidiary contributes between 50% and 100% of its SED budget (set at 1.5% of operating profit) to our flagship education partnership with PROTEC. The remaining discretionary CSI budgets are allocated to local initiatives that are meaningful to our people. The RemNomCom and SesCom governs and monitors all SED and CSI initiatives to ensure effective oversight and impact.

Group profile and value creation Strategic direction and progress

Remuneration supporting performance

Sustainable value creation

Sustainable value creation CONTINUED

Supporting the full lifecycle of secondary education and career development

We recognise that enabling digital transformation in society begins with early investment in education. Altron has adopted a lifecycle approach to digital skills development – supporting learners from high school to tertiary education, certification and career entry.

Our initiatives focus on cultivating futureready talent, particularly among underrepresented and disadvantaged groups. By supporting STEM education at the secondary level, enabling access to technical certification and providing structured pathways into the workplace, we are building an inclusive and resilient talent pipeline aligned with the needs of the digital economy.

Our current portfolio of initiatives includes:

Here's a closer look at our current programmes

Interns and Graduates

We offer work experience and potential permanent employment to young talent who've completed their tertiary studies. In FY25 17 interns and graduates transitioned into full-time roles.

Learnerships

For 24 years, our learnership programmes have been a beacon of opportunity for matriculants, providing national certifications and often, permanent employment. In FY25, we hosted 168 students on diverse NQF certifications

ALTRON

▲SCENT

Our new education fund is poised to make a meaningful impact in developing tertiary-level ICT skills, particularly for the relatives of our people. 13 beneficiaries are being supported through ASCENT currently.



MathU SOCIETY

Offers an innovative solution that goes beyond traditional tutoring. 88 of our people's children from Grades 8 to 12 now have access to EdTech by providing additional Maths and Science tuition.

PROTEC Partnership

For over a decade, we've supported students annually at PROTEC's Saturday schools in Gauteng and KwaZulu-Natal. Grade 10-12 learners have improved their STEM and World of Work grades, and many have secured university admissions. In 2025 we are sponsoring 360 students, in three provinces



to inclusive growth.

Interns and graduates

We continue to provide structured work

completing their tertiary qualifications.

transitioned into full-time roles across

the group, demonstrating the strength

of our internal pipeline and commitment

In FY25, many interns and graduates

experience to young professionals

Ascent Education Trust

The Ascent Education Trust is designed to address the shortage of high-potential ICT professionals in South Africa. The trust provides fully funded tertiary bursaries to learners from financially constrained backgrounds, with a strong preference for dependants of Altron employees. Now in its second year, the programme blends technical training with mentorship, soft skills development

and work exposure, enabling meaningful integration into the ICT sector.

Together, these initiatives form a cohesive strategy for enabling sustainable digital transformation, building capabilities, addressing inequality and ensuring that opportunity is more equitably distributed across our society.

Additional information

ALTRON Integrated Annual Report 2025

 $(\bigcirc (\leftarrow) (\rightarrow) (\bigcirc (\circ) (\circ)))$ 63

Report to shareholders Driving customer obsession Developing a high-performance culture Deepening our ESG aspirations

Learnerships

For 24 years, Altron's learnership programmes have served as a bridge between secondary education and employment. These programmes provide matriculants access to National Qualifications Framework (NQF) certifications, often leading to permanent employment. In FY25, we supported 169 students across diverse NQFaligned pathways.

MathU

In FY25, Altron approved an investment in MathU, an Alpowered education platform designed to strengthen Mathematics and Physical Science proficiency among high school students. This forward-looking initiative supports the development of foundational STEM skills, focusing on the dependents of Altron employees.

Following an internal application and vetting process, 87 learners were selected during the year. Each have received a device and access to personalised, AI-driven instruction tailored to their learning needs. While planning and selection were completed in FY25, implementation, including onboarding and learner participation, commenced in FY26.

Altron is advancing inclusive digital transformation by investing in scalable, tech-enabled education and reinforcing its talent pipeline. MathU also aligns with our broader ESG priorities by supporting education equity and building the skills required for long-term socioeconomic impact.

PROTEC partnership

For over a decade, we have supported 360 learners annually through PROTEC's Saturday school programmes in Gauteng and KwaZulu-Natal. The programme equips Grade 10 to 12 learners with advanced instruction in STEM subjects and career-readiness skills. Many participants have secured university admission, demonstrating the initiative's role in unlocking long-term opportunities.



Sustainable value creation

Sustainable value creation CONTINUED

Accelerating inclusive growth through ICT skills development

South Africa's technology sector faces a persistent shortage of skilled professionals, particularly in critical ICT roles. At the same time, access to affordable, high-quality technical education remains out of reach for many talented young people from historically disadvantaged backgrounds. This growing gap between talent demand and available supply limits business agility, stifles innovation and entrenches inequality.

Altron established the Ascent Education Trust to help close this gap – not only by equipping learners with industry-recognised ICT certifications and offering bursaries for ICT-related degree and diploma courses but also by fundamentally reshaping the talent pipeline in a way that is inclusive, future-fit, and aligned with our purpose. Ascent reflects a broader evolution in our approach to transformation: from compliance-based programmes to longterm, high-impact social investment.

Now in its second year, the programme provides a fully funded nine-month certification journey supported by mentorship, workplace exposure, and structured soft skills training. It also offers bursaries for ICT-related degree and diploma courses. Participants are selected based on financial need and academic promise, with preference given to the dependants of Altron employees and learners from partner initiatives such as PROTEC. The intake is designed to advance transformation goals, with at least 50% female participation and a strong focus on African, Coloured, and Indian representation.

Beyond the technical curriculum, the programme creates real pathways into the workplace. Bursars receive handson training within Altron business units and are paired with mentors across the group, enabling them to build confidence, professional networks, and a sense of belonging. The experience is human and digital, blending guided learning with self-directed content on platforms like Udemy and pairing practical skills with mindset development.

Early results are encouraging. Participants are progressing through rigorous certifications with strong pass rates, and many have already expressed a desire to remain in the Altron ecosystem beyond the programme. More importantly, they are beginning to see themselves – and be seen – as future leaders in a sector that urgently needs new, diverse voices.

Ascent directly supports our ESG ambitions. It strengthens organisational resilience by developing home-grown, high-potential talent for hard-to-fill roles. It empowers people by investing in their growth, confidence, and ability to contribute meaningfully to the digital economy. It also embeds diversity by transforming who has access to the opportunities that matter most.

"With Ascent, we're not just funding studies. We are changing lives, building a new generation of ICT professionals, and setting a standard for inclusive, future-focused development."

~ Collin Govender, Chief Operating Officer, Altron

Through Ascent, we are creating a ripple effect, enabling inclusive growth, strengthening social foundations, and reinforcing our business sustainability. It is a powerful reminder that organisational transformation is most meaningful when it begins with the individual

Developing downstream contractors

We leverage our position as a large player in South Africa's IT sector to develop downstream enterprises and small suppliers by contracting them to provide field customer support. This secures these SMEs a guaranteed revenue stream that they can use as the basis for their growth.

Securing revenue streams is only one aspect of building a successful business. We further support our downstream partners by giving them access to our facilities and infrastructure, providing mentorship and access to finance through grants and loans, most of which are at highly preferential payment terms. Altron invested in 17 black-owned and black womanowned exempt micro enterprises and qualifying small enterprises, with a total value of R40 million on Supplier and enterprise development. These investments include loans (at preferential or standard rates), grants, discounts, and/or unrestricted access to facilities.

Managing our environmental impact

We actively monitor and manage our greenhouse gas (GHG) emissions, diesel use for backup generators dropping by 89%, reflecting reduced load water consumption, and waste generation to reduce our environmental shedding during FY25. impact and support sustainable operations. To strengthen this effort, we The group also achieved a 23% reduction in emissions from business travel, identified and appointed ESG and environmental champions across our supported by the implementation of a more sustainable travel policy and business units. These champions play a key role in improving environmental a lower number of full-time employees during the period. management and data reporting at an operational level. Targeted training was introduced to build their capacity, ensuring that each unit is equipped As a result of these changes, Altron's overall carbon footprint reduced by to contribute to our group-wide sustainability objectives with greater approximately 10% compared to FY24. This is aligned with the group's accuracy, consistency, and accountability. broader operational consolidation efforts, which included reductions in the general letting area and average employee headcount.

Climate

Our CDP journey: Strengthening climate disclosure

We have been reporting to the CDP since 2008, and in 2011, we strengthened our commitment by linking our carbon reduction targets to executive remuneration. In August 2024, we submitted our 16th CDP report, demonstrating our long-standing dedication to climate transparency.

We achieved a C rating in 2024 (2023: D), reflecting our continued progress in improving our emissions data and disclosures and reinforcing our commitment to embedding climate considerations more deeply across our operations.

Report to shareholders Driving customer obsession Developing a high-performance culture Deepening our ESG aspirations

In FY25, Altron generated 819 727.80 kWh from renewable sources, representing 14% of total electricity consumption, up from 6% in FY24. This increase is primarily due to the commissioning of new solar photovoltaic (PV) systems towards the end of the reporting period.

The group achieved a reduction of 1 912 tCO₂e in Scope 2 emissions, driven by:

- The installation of additional solar PV infrastructure
- The exit from carbon-intensive sites such as the Thomas Pattullo and Polokwane campuses
- The closure of several Altron Digital Business branches over the financial year.
- Electricity from the national grid remains the most significant contributor to Altron's carbon footprint, followed by employee commuting and mobile combustion (fuel use from company-owned vehicles).

Altron's grid electricity consumption decreased by 20% year-on-year, with

Altron is currently assessing opportunities to expand its renewable energy footprint, which is expected to further reduce Scope 2 emissions in future reporting periods.

We have detailed our Scopes 1 and 2 and the relevant Scope 3 GHG emissions below, as disclosed to the CDP (formerly the Carbon Disclosure Project).

 $(\bigcirc (\leftarrow) (\rightarrow) (\bigcirc) 64$

Sustainable value creation CONTINUED

	FY25	FY24	FY23
Category	(tCO ₂ e)	(tCO ₂ e)	(tCO ₂ e)
Scope 1			
Stationary combustion – diesel	95	847	660
Company-owned vehicles	4 915	5 118	6 529
LP gas	3	3	1
Refrigeration gas	122	107	193
Total Scope 1	5 134	6 075	7 382
Scope 2			
Purchased electricity (Grid emission factor used: 1.04)	7 822	9 735	11 181
Total Scope 2	7 822	9 735	11 181
Scope 3			
Business travel (flights, vehicle use, accommodation)	4 676	6 078	3 218
Employee commuting	7 201	5 837	7 142
Paper usage	33	11	17
Water	4	5	20
Waste (recycled)	1	2	2
Waste (landfill)	39	24	20
Total Scope 3	11 954	11 958	10 418
Altron Total Carbon Emissions	24 911	27 767	29 981
Intensity Indicators (Scope 1 and 2 only)			
Emissions per full-time equivalent employee	3,5	3.4	3.4
Emissions per square metre of general letting area	0.18	0.18	0.2

Altron's carbon footprint is calculated in accordance with the GHG Protocol, the global standard for corporate emissions reporting. We apply the operational control approach to define our organisational boundary, meaning all facilities over which Altron has operational control – including leased premises – are included in our Scope 1 and 2 emissions.

Emissions are calculated using UK Department for Environmental Food and Rural Affairs (DEFRA) 2024 emission factors (version 2.0). Scope 3 emissions include air travel and paper consumption. Air travel emissions account for Radiative Forcing (RF), with travel class and distance appropriately categorised. Paper emissions reflect a conservative approach using DEFRA's higher emission factor to better reflect lifecycle impacts.

This year, 16% of total emissions were extrapolated, of which 15.7% related to staff commuting calculations.

Altron is committed to improving data quality and coverage year-on-year. This includes increasing the visibility of upstream and downstream value chain emissions and aligning with evolving international best practices.

Waste

In FY25, we undertook a group-wide waste management assessment to better understand the sources of waste across our operations and how these are currently being managed. This process confirmed that many of our business units had already adopted effective waste reduction and diversion practices, providing a strong foundation on which to build (see our case study: Extending asset life and reducing e-waste across the group).

We documented a minimum of 253 tonnes of recycled waste throughout the organisation during the year, of which 30% (75 tonnes) was paper and cardboard, approximately 69% (174 tonnes) was e-waste, and 2% (4 tonnes) was other general recyclable waste. Our waste handling strategy aligns with the universal principles of reduce, reuse and recycle.

Reduction

Data collected across the group showed that paper consumption decreased by approximately 50%, from 12 tonnes in FY24 to 6 tonnes in FY25. This has been driven by greater digitalisation and integration of SigningHub for the company's internal financial controls.

Reuse

Altron's reuse initiatives contribute meaningfully to reducing electronic waste and extending the lifecycle of office equipment across the group. These efforts span several business units and reflect a growing emphasis on circular economy practices.

Extending asset life and reducing e-waste across the group

Altron demonstrates its commitment to the circular economy through targeted repair and refurbishment programmes that extend the lifecycle of products and components, thereby reducing waste and promoting resource efficiency. These initiatives support both environmental sustainability and long-term value creation.

Key examples include:

- effective, reliable, and environmentally responsible alternative to new equipment.
- Altron FinTech repaired over 38,000 payment devices and approximately 680 Entrust card printers during the financial year. that delivers both cost savings and improved cybersecurity resilience.
- embedding circular practices and contributing to local skills development.

Recvcling

waste were reported as being dispatched to landfills.

As a provider of IT products and services, we recognize our legal and ethical responsibility to manage the end-of-life disposal of electronic equipment. In line with the National Environmental Waste Act, we have appointed two certified e-waste service providers to securely and responsibly recycle obsolete components, ensuring harmful materials do not enter the environment. In January 2024, we submitted our first Extended Producer Responsibility (EPR) compliance report to the Department of Forestry, Fisheries and the Environment.

Most of the e-waste is made up of printer hardware, which Altron Document Solutions works diligently to upcycle and refurbish before resorting to recycling (see our case study: Extending asset life and reducing e-waste across the group).

Throughout the year, we dispatched 174 tonnes of e-waste to our authorised e-waste recycling service, primarily due to the necessity to write off outdated equipment.

Water

Water consumption throughout the group decreased due to enhanced data gathering, with water intensity documented at 0.4 kilolitres per square metre. This falls within the typical range for office buildings and aligns with efficiency benchmarks set by the Green Building Council of South Africa.

As part of our ongoing commitment to reducing water consumption, several targeted efficiency measures were implemented. At Altron Arrow, water-saving devices were installed on taps and irrigation of gardens was halted in response to regional water shortages. These actions form part of a broader group-wide effort to reduce consumption and promote more sustainable use of resources in the workplace.

Report to shareholders Driving customer obsession Developing a high-performance culture Deepening our ESG aspirations

• Altron Document Solutions operates a regional warehouse that serves as a hub for the repair and refurbishment of Xerox printers. In FY2024, a total of 799 refurbished printers were deployed, representing 21% of total installations under the Altron Document Solutions ECO Range. Each unit is accompanied by a full service history, providing customers with a cost-

Components deemed beyond repair were responsibly processed through local community e-waste recycling initiatives. Additionally, Altron extended the operational lifespan of its office laptops through internal hardware repairs – an approach

• Supporting these technical efforts is an apprenticeship programme that develops youth skills in electronic repair, further

Over 70% (253 tonnes) of regular recyclable waste was diverted from landfills through recycling efforts during the year. At least 75 tonnes of

Strategic direction and progress

Footnotes

Footnotes to report

- 1. Continuing operations include Netstar, Altron FinTech, Altron HealthTech, Altron Digital Business, Altron Security, Altron Document Solutions, Altron Arrow and excludes Altron Nexus.
- 2. The ATM Business of Altron Managed Solutions was sold effective 1 July 2023, with four months trading included in the comparative results.
- 3. Altron Document Solutions was previously reported as part of discontinued operations. For FY25, Altron Document Solutions is reported as a continuing operation. The FY24 period was restated for the classification of Altron Document Solutions as a continuing operation. The % changes have been calculated using the restated results.
- 4. Capital Items excluded from EBITDA and operating profit comprise loss and costs on disposals, impairments, capital rental devices written off, and lease modifications and terminations where applicable.
- 5. The information in the Outlook section has not been reviewed or reported on by the Group's auditors.

All growth rates quoted are year-on-year and refer to the year ended 28 February 2025 compared to the restated year ended 29 February 2024, unless stated otherwise.

Abbreviations

Term >	Abbreviatior
Artificial Intelligence	AI
Altron Audit and Risk Committee	AARC
Altron Investment Committee	InvestCom
Altron Remuneration and Nominations Committee	RemNomCom
Altron Social, Ethics and Sustainability Committee	SESCom
Business Continuity Management	ВСМ
Buy-Now-Pay Later	BNPL
Chief Executive Officer	CEO
Chief Financial Officer	CFO
Corporate Social Investment	CSI
Council for Scientific and Industrial Research	CSIR
Earnings per Share	EPS
Environmental, Social and Governance	ESG
Greenhouse Gas	GHG
Group Earnings Before Interest, Taxes, Depreciation, and Amortisation	EBITDA
Headline Earnings per Share	HEPS
Information and Communications Technology	ICT
Information Technology	IT
Infrastructure as a Service	laaS
International Financial Reporting Standards	IFRS
Internet of Things	IoT
Johannesburg Stock Exchange	JSE
King IV Report on Corporate Governance for South Africa	King ^{iv}
National Health Insurance	NHI
Original Equipment Manufacturers	OEMs
Platform as a Service	PaaS
Point-to-Point Encryption	P2PE
Protection of Personal Information Act	ΡΟΡΙΑ
Radio Frequency	RF
Science, Technology, Engineering and Maths	STEM
Socioeconomic Development	SED
Software as a Service	SaaS
Solar Photovoltaic	PV
Stolen Vehicle Recovery	SVR
United Arab Emirates	UAE

Altron Limited **Registration number:** 1947/024583/06 Share code: AEL **ISIN:** ZAE000191342

Registered office

Altron Campus, 20 Woodlands Drive Woodlands Office Park Woodmead 2191

Postal address PO Box 981 Houghton 2041

Gauteng South Africa

Group secretary Mbali Ngobo (LLB, LLM)

Principal bankers ABSA Bank Limited Nedbank Limited Investec Bank Limited

Transfer secretaries

Rosebank Towers 15 Biermann Avenue Rosebank, 2196

Sponsor Investec Bank Limited

Auditors PricewaterhouseCoopers Inc.

Corporate information

ALTRON

Email: mbali.ngcobo@altron.com Telephone: +2711 205 7950

Rand Merchant Bank (a division of FirstRand Bank Limited) The Standard Bank of South Africa Limited

Computershare Investor Services Proprietary Limited

(Private Bag X9000, Saxonwold, 2132) South Africa