



Hudaco

Integrated
Report
2025



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Navigation

This report is best viewed in Adobe Acrobat for desktops, mobiles or tablets. Hyperlinks to different sections are used throughout this report.

Profile

Hudaco Industries is a South African group specialising in the importation and distribution of a broad range of high-quality, branded automotive, industrial and electronic consumable products, mainly in the southern African region.

Its businesses fall into the following categories:

Consumer-related products	Engineering consumables
<i>Supplied to markets with a bias towards consumer spending and generally sold to installers</i>	<i>Products generally used in the maintenance of machines and sold mainly to mining and manufacturing customers</i>
<ul style="list-style-type: none"> ○ Automotive aftermarket products ○ Power tools and fasteners ○ Data networking equipment ○ Security and communication equipment ○ Gas and outdoor products ○ Batteries and sustainable energy products 	<ul style="list-style-type: none"> ○ Bearings, belting and power transmission ○ Diesel engines and spares ○ Electrical power transmission ○ Filtration and fluid transfer ○ Fire detection, containment and suppression ○ Hydraulics and pneumatics ○ Specialised steel ○ Thermoplastic pipes, fittings and equipment

Hudaco sources branded products, mainly on an exclusive basis, directly from leading international manufacturers and to a lesser extent from local manufacturers. Hudaco seeks out niche areas in markets where customers need, and are prepared to pay for, the value Hudaco adds to the products it distributes.

The value added includes product specification, technical advice, application and installation training and troubleshooting, combined with ready availability at a fair price. The group has a network of specialised branches and independent distributors throughout southern Africa to ensure product availability to its customers.

Hudaco's black employees are its BEE partners and have a 15% equity interest in all Hudaco businesses, except for DD Power, in which Deutz AG has a 30% share.

Group overview

- Comparable earnings per share up 9.6%
- Turnover up 4.4%
- Gross margin maintained
- Operating profit margin increased to 12.5%
- Net borrowings down to R508 million
- Energy and forklift battery businesses continued to face difficulties

2025 Highlights

- Two excellent acquisitions – Isotec and FloSolve
- R13 million distribution to our black employees through BEE trusts
- Dividends up 9.3% to 1 120 cents per share
- Operating expenses reduced 3.9%, excluding acquisitions
- Comparable earnings in H2 were 11.8% up on H2 2024
- Strong performances from automotive and diesel engine businesses
- Expansion of executive committee

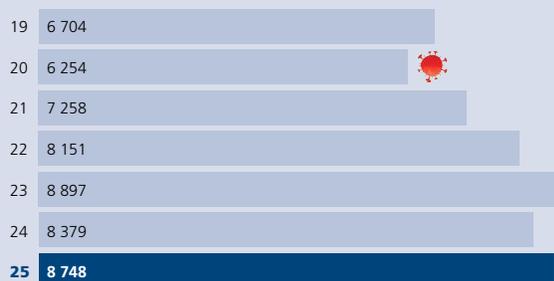
Challenges in 2025

- South Africa's economy continues to stagnate
- Difficulties faced by our energy and forklift battery businesses
- Sustained pressure on the consumer market
- Uncertainty in the relationship with the USA
- Slow progress by Government in boosting infrastructure spend
- Exchange rate volatility

Results in brief

30 November	2025	2024
Turnover (Rm)	8 748	8 379
Operating profit (Rm)	1 097	1 007
Comparable earnings (Rm)	626	571
Headline earnings (Rm)	661	571
Attributable earnings (Rm)	575	506
Comparable earnings per share (cents)	2 205	2 012
Headline earnings per share (cents)	2 327	2 012
Dividends per share (cents)	1 120	1 025

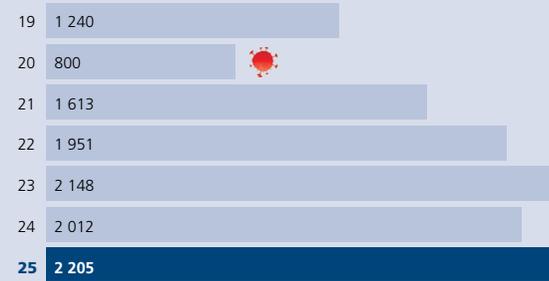
TURNOVER (RM)



OPERATING PROFIT (RM)



COMPARABLE EARNINGS PER SHARE (CENTS)



DIVIDENDS PER SHARE (CENTS)



Covid-19

About this report

Hudaco is committed to conducting its business ethically and responsibly with a view to creating value in the long-term interest of society. Our integrated annual report (IAR) is aimed at providers of capital as well as a diverse range of other stakeholders.

Scope and boundary

This IAR covers the period 1 December 2024 to 30 November 2025. The group's financial year ends on 30 November, and unless otherwise indicated or described, the information included in this report refers to the years ended 30 November 2025 and 30 November 2024. The previous IAR covered the period 1 December 2023 to 30 November 2024. The IAR deals with all of Hudaco's operations, which are overwhelmingly in South Africa, and to a small extent in Zambia, the USA and the UK.

The entities reported on include Hudaco Industries Limited and its subsidiaries. Their businesses are described on page 8 of this IAR.

The group financial information is prepared according to IFRS® Accounting Standards. Material non-financial information is also included. This report aims to present a concise and balanced perspective of Hudaco's strategy, performance, governance and prospects.

Basis of preparation

This IAR is prepared in terms of the JSE Requirements for integrated reporting and the King IV Report on Corporate Governance for South Africa (King IV). It also meets all the other legal requirements to which the company must adhere (such as the Companies Act).

This IAR is used as a vehicle to communicate Hudaco's evolving business model and the quality of the decisions that have led to the financial results. Based on Hudaco's leadership engagement, governance processes and formal and informal stakeholder engagement initiatives, particularly with investors, the board is satisfied that all material matters have been disclosed in this report.

Our revenue, profits, social and environmental impact and benefits accrue from our many businesses that do not report independently in the public domain. In this report, we try to strike a balance between adequate composite reporting at a group level and communicating sufficient, but not excessive, detail of the underlying operations. This report is an attempt to demonstrate the integration of the operational, financial and sustainability (environmental, social and governance) issues relating to the key drivers of the business. In the report, we explain how the executives of Hudaco have considered these issues while developing the business strategy.

In compiling this integrated report, the following were taken into consideration:

- the Hudaco mission;
- Hudaco's strategic objectives to achieve the mission;
- the Hudaco business model;
- input received from the stakeholder engagement process;
- legislation and guidelines;
- King IV;
- JSE Limited (JSE) Requirements;
- performance and developments during the year; and
- matters the board believes are of relevance to stakeholders.

Frameworks used in compiling the separate elements of the IAR include:

Report element	Guidelines	Reference
Corporate governance	The JSE Requirements and King IV	Pages 87 to 98
Black economic empowerment status report	Codes of Good Practice, issued by the Department of Trade, Industry and Competition (DTIC)	Page 46
Environmental, social and governance report and human capital report	Various relevant guidelines including those contained in the global reporting initiative (GRI) G3 indicators	Pages 48 to 55 and 56 to 67
Remuneration report	King IV	Pages 68 to 86
Annual financial statements	IFRS Accounting Standards, Financial Reporting Guides issued by the South African Institute of Chartered Accountants, the South African Companies Act and the JSE Requirements	Pages 101 to 143

Assurance

No external assurance has formally been sought, other than from the external auditors, Deloitte & Touche, on the annual financial statements.

Board approval

Assisted by the audit and risk management committee, the board accepts ultimate responsibility for the integrity and completeness of this IAR. It is the directors' opinion that this report presents a fair and balanced view of the group's integrated performance.

The annual financial statements have been approved by the board and Deloitte & Touche have signed an unqualified audit opinion thereon.

Forward-looking statements

This report may contain forward-looking statements concerning Hudaco's future performance and prospects. While these statements represent the board's judgements and future expectations, several factors may cause actual results to differ materially from these expectations.

Hard copy and report feedback

A hard copy of this integrated report will be produced on request from the group secretary at hudaco@acorim.co.za or the company at +27 11 657 5000. Any questions regarding this report or its contents should be channelled through the group secretary. Feedback on this report is welcomed and similarly can be provided directly to the group secretary.

The six capitals – our transformative impact

Each capital plays a role in our business model. However, the emphasis we place on each is influenced by our core function of importing and distributing high-quality branded automotive, industrial and electronic consumable products, our business model and our chosen strategy. Our decisions and trade-offs influence the efficiency of our operations and their impact on the six capitals.



Financial capital

Our financial inputs comprise a solid equity position and long-term financial stability.

Impact

- Profit shared with ordinary shareholders (R298 million in dividends);
- Contributed to societal growth by buying goods and services (R5.9 billion), paying taxes (R504 million) and employment (R1.5 billion);
- Market capitalisation of R5.3 billion as at 30 November 2025; and
- Provision of credit to customers of R1.4 billion as at 30 November 2025.



Human capital

Effective leadership, an ethical culture and Hudaco employees' competencies, skills and diversity and our decentralised management style are critical to our success.

Impact

- Provide 3 707 jobs with improved diversity, with 26% of senior managers being black and 31% being women;
- R23 million spent on direct training for ongoing skills and development;
- Granted 26 bursaries to permanent employees; and
- Black employees own 15% of the main operating company.



Intellectual capital

Product knowledge, sourcing knowledge, market knowledge, sales and marketing, brands and intellectual property and value-add capabilities.

Impact

- Continued availability of product and services;
- Product identification, specification and supply;
- Advice on usage or installation;
- Provision of solutions in complex applications; and
- Customer training.



Manufactured capital

Infrastructure (including tools, technology, machines and buildings) used in the production of services and the delivery of products to customers.

Impact

- Property, plant and equipment of R419 million;
- Source products from more than 800 international suppliers scattered across the industrialised world; and
- Carry more than 230 000 line items – inventory holding is Hudaco's most important asset as our key competitive advantage is the ability to provide product on demand.



Natural capital

Land, energy sources, paper and water. Hudaco is committed to progressively reducing our environmental impact over time and assisting others to do so too.

Impact

- Continued to support the sustainable energy sector, lower energy usage and other climate-related solutions;
- Own a business that designs and supplies sustainable energy solutions; and
- Own a business that designs and supplies fire detection, containment and suppression solutions.



Social and relationship capital

Stakeholder and supplier relationships along with socio-economic development and skills development.

Impact

- R4.7 million spent on education and skills development of family members of employees;
- Loans and contributions of R13 million to small and medium enterprises; and
- Build and maintain stakeholder relationships.

History

1890s

Formation

In 1891, just five years after the discovery of gold on the Witwatersrand, J Hubert Davies started an industrial equipment supply business in Johannesburg. By the turn of the century, the business was a major player in the distribution of mechanical and electrical industrial products. In 1917, it was converted into a private company, which facilitated the introduction of senior managers as shareholders and directors.

1930s

First JSE listing

In September 1938, Hubert Davies and Company Limited listed on the Johannesburg Stock Exchange. It remained listed in that format for almost four decades.

1970s

Expansion and decentralisation

In the 1970s, Hubert Davies expanded its product offering and branch network to extend across southern Africa. To provide more focused customer service and achieve improved market penetration, a strategic decision was made to specialise by product and activity. Consequently, a management philosophy of decentralising decision-making and responsibility was introduced. This philosophy is still in place today, through Hudaco's decentralised business model. It delisted from the JSE in 1977, when became a wholly owned subsidiary of Blue Circle Limited. The United Kingdom-based industrial group had already acquired a substantial interest in the company three years earlier.

1980s

Second JSE listing

In line with the specialisation trend among businesses at that time, in 1981 Hudaco Industries was established as an autonomous company, owning the group's distribution businesses. In May 1984, with banks as partners, management acquired control of Hudaco Industries from Blue Circle, in what was then the largest ever South African private equity leveraged buyout. On 14 November 1985, Hudaco Industries Limited was listed on the Johannesburg Stock Exchange at a subscription price of R1.50 per share, with a market capitalisation of R29 million. Several large acquisitions followed, including listed companies Frencorp, Valard and Elsec.

Today

A quality diversified industrial distributor

Today, with a proud history of over 130 years since J Hubert Davies saw the long-term business potential of the initial gold rush, the group remains true to its roots. The group now employs 3 707 people and has a market capitalisation of about R5.3 billion. With the contraction of mining and manufacturing in South Africa in recent years, Hudaco's diversification strategy has served it well and 41% of its profits are now derived from sectors where activity is more closely aligned to levels of consumer spending. The acquisition in 2022 of the iconic South African gas and outdoor product brand CADAC further enhanced this portfolio, while in 2025 Isotec was acquired as a significant addition to the group's electrical transmission offering. Hudaco's shareholders include many blue-chip players in the South African investment industry and black employees now have an equity interest in the main operating subsidiary.

2010s

Diversification to reduce dependence on mining and manufacturing

This decade saw Hudaco make several significant acquisitions, including Filter and Hose Solutions, Global Communications, the Dosco group, MiRO and Partquip. The latter serves the automotive aftermarket and is the group's largest single business. Many smaller businesses have also been acquired. This acquisition strategy included a strong initiative to diversify the revenue base, thereby reducing dependence on the group's traditional core markets of mining and manufacturing, which experienced very difficult trading conditions at the time and in which growth was elusive for an extended period.

This boosted contributions from the automotive, data networking, security and sustainable energy sectors.

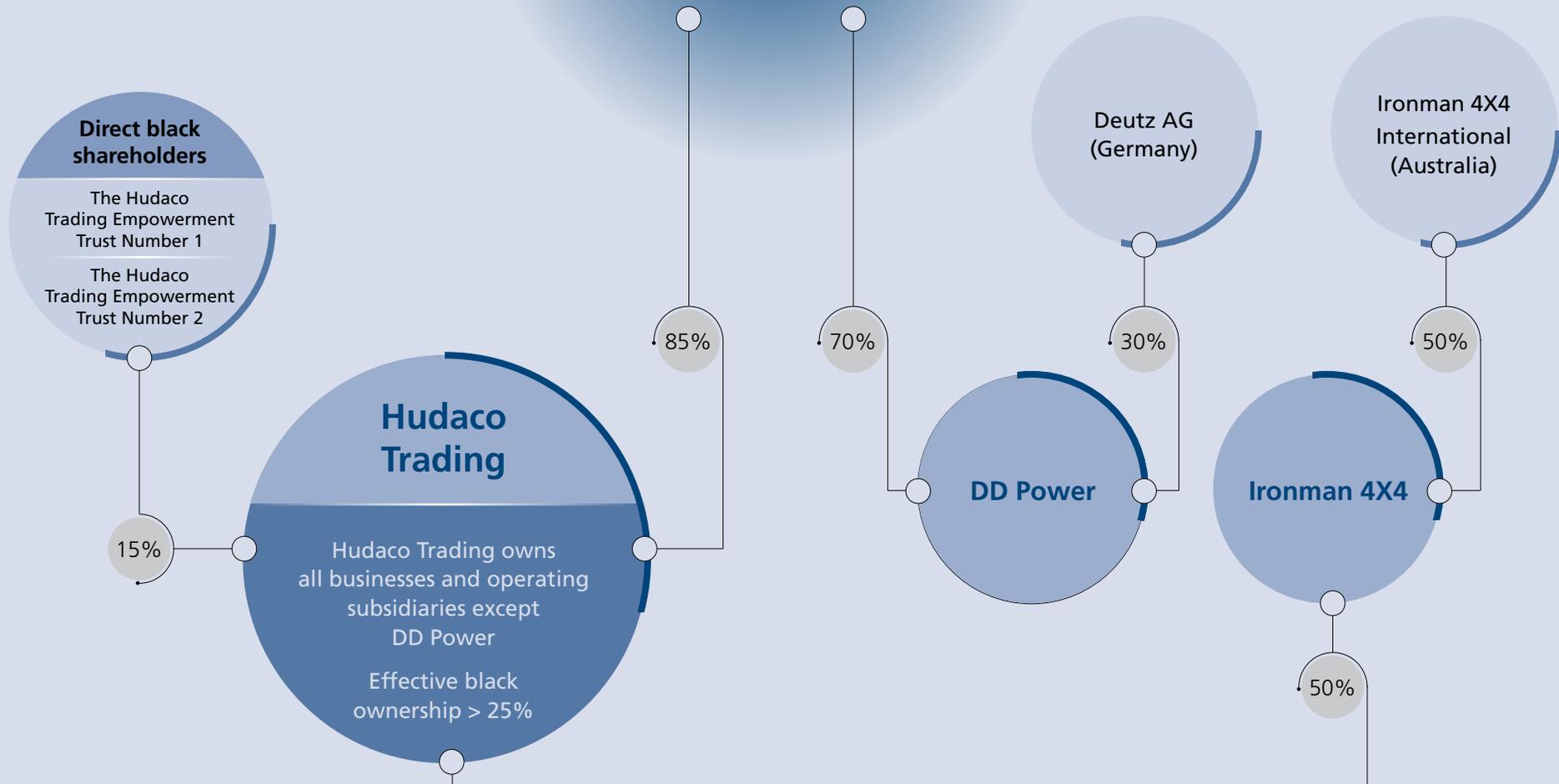
2000s

B-BBEE shareholding and growth

In 2007, the group sold 15% of all but one of its operating businesses to black, previously disadvantaged shareholders as part of a B-BBEE initiative. This 15% is now owned for the benefit of Hudaco's black employees. The 2000s also saw the group's annual turnover increase to R4 billion.

Abridged group structure

Hudaco Industries



Group at a glance

Consumer-related products

Principal activities	Businesses
Automotive aftermarket products The distribution of clutch kits, automotive ignition leads, oil and hydraulic seals, wheels, brake and clutch hydraulics, mountings, bushes, hydraulic repair kits, cylinders, hose, CV joints, wheel hubs, suspension components and 4X4 vehicle components to the automotive and industrial aftermarket.	Abes Technoseal, Partquip, A-Line Wheels and Ironman 4X4 Distribute a select range of automotive spares and accessories.
Batteries and sustainable energy The distribution of maintenance-free lead acid, stand-by and solar batteries, providing solar power and storage solutions for the commercial, industrial and residential markets, and the supply of batteries, high-frequency chargers and related battery management equipment to the traction battery market as well as the design, assembly and management of battery bays for warehouses and distribution centres.	Deltac Energy Solutions, Specialised Battery Systems and Eternity Technologies Distribute maintenance-free automotive, stand-by and solar batteries, inverters, PV modules and batteries for forklifts and provide residential, commercial and industrial storage and full on-site facilities management for forklift battery bays in large warehouses and distribution centres.
Power tools and fasteners The distribution of power tools, marine engines, survey instrumentation and fasteners.	Rutherford and Boltworld Distribute Makita power tools, Mercury marine engines and a comprehensive range of fasteners.
Data networking equipment The distribution of IP convergence technologies including wireless networking, VoIP and physical security solutions.	MiRO Distribute Ubiquiti, Mikrotik, Cambium, Grandstream, TP-Link and other data networking equipment and solutions.
Security and security-related communications solutions The distribution of intrusion detection, surveillance and access control equipment and seamless integration of systems over IP in combination with building management systems, as well as the provision of two-way radios and satellite communications.	Elvey Security Technologies, Pentagon and Global Communications The following key brands form part of a broader product portfolio: Texecom, DSC, Optex, Ajax, Impro, Milestone, Bosch, Tiandy, Kenwood and Sepura.
Gas and outdoor products The distribution of cooking, heating and outdoor products.	CADAC Distribute CADAC cooking, heating and outdoor products.

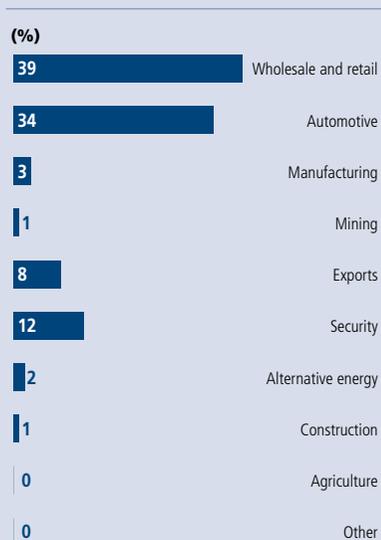
Engineering consumables

Principal activities	Businesses
Diesel engines and spares The distribution of Deutz diesel engines and spare parts and Rolls-Royce Power Systems diesel engines (Mercedes and Detroit) and spare parts and the provision of service support for these products.	Deutz Dieselpower Represents Deutz AG – one of the world's leading independent manufacturers of diesel engines.
Bearings, belting and power transmission The distribution of bearings, chains, belting, industrial hose, seals, electric motors, geared motors, and transmission products.	Bearings International, Brewtech Engineering and Belting Supply Services There are over 50 branches across South Africa. The main bearing brands distributed are FAG from Germany and KOYO from Japan while other products include Rexnord conveyor solutions, Habasit belting and a range of geared motors.
Filtration and fluid transfer The distribution of filtration solutions, kits and accessories to mining, process and manufacturing markets as well as products and services for total fluid management applications.	Filter and Hose Solutions and FloSolve Distributor of Donaldson, Pall, Filtrec and Mann + Hummel high-quality filtration products and solutions for a broad range of applications. Distributor of specialised equipment for the handling of fluids associated with the servicing and refuelling of plant and machinery, including Wiggins and Graco fluid handling systems.
Fire detection, containment and suppression The distribution of fire detection, containment and suppression products and solutions.	Brigit Fire Offers "One Source Total Fire Protection" that includes fire detection, fire containment protection and fire suppression systems with leading international and self-developed products singularly focused on fire security and safety disciplines, specifically required for commercial and industrial applications.
Hydraulics and pneumatics The distribution and manufacture of hydraulic and pneumatic products, including gear pumps, service and repairs and design of systems as well as the distribution of drivetrains.	Ernest Lowe, HERS, Dosco and GPM Supply Norgren and JELPC products as well as full service to required degree of precision and design of hydraulic systems, manufacture and distribute locally and internationally GPM gear pumps and distribute Kessler drivetrains.
Thermoplastic pipes, fittings and equipment The distribution of thermoplastic pipes, fittings and plastic welding equipment and manufacture of dragline hose and plastic welding rods.	Astore Keymak and Plasti-Weld Distributes Agru thermoplastic pipes and fittings, plastic welding equipment, manufactures Keymak dragline hose and plastic welding rods.
Specialised steel The sale, cutting and hardening of round, hexagonal and hollow steel bar and key steel, bending steel for dished ends and manufacture of conveyor drive pulleys and idlers as well as ferrous and non-ferrous castings.	Ambro Steel, Sanderson Special Steels, Bosworth, Joseph Grieveson and The Dished End Company Provide full service to customers including supply, cutting to size and heat treatment and the manufacture of dished and flanged ends, Bosworth conveyor drive pulleys and idlers as well as bespoke castings in a jobbing foundry.
Electrical power transmission Manufacture and distribution of thermal and electrical insulation materials primarily used in the manufacture and repair of transformers and electrical motors. The distribution of variable speed drives, electric motors, electrical cabling, plugs, sockets and related products to the manufacturing, mining and agricultural aftermarkets.	Isotec, Powermite, Three-D Agencies and Varispeed Manufacture and distribute thermal and electrical insulation materials under the Isotec brand. Distribute Yaskawa variable speed drives, sophisticated cabling and accessories and electrical plugs, sockets and connectors.

Consumer-related products

Key drivers	R million	2025	2024
○ Consumer spending	Turnover	3 804	3 881
○ Building activity	Operating profit	477	474
○ Employment levels	Average net operating assets	2 147	2 397
○ Vehicle sales	Number of permanent employees	1 471	1 545
○ Analogue to digital migration			
○ Broadband, Wi-Fi and VoIP expansion			
○ Adoption of sustainable energy solutions			

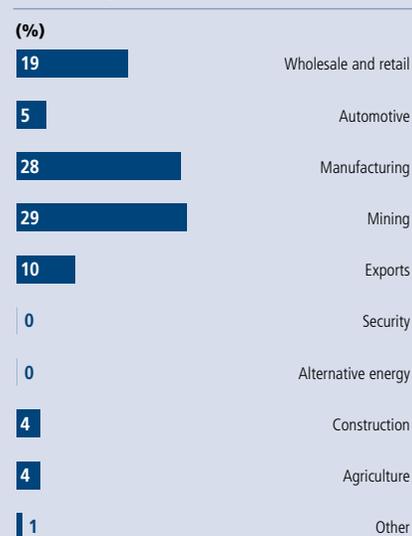
Sales by market sector – 2025



Engineering consumables

Key drivers	R million	2025	2024
○ GDP growth	Turnover	4 970	4 513
○ Mining activity	Operating profit	696	625
○ Mining investment	Average net operating assets	2 889	2 580
○ Mining mechanisation	Number of permanent employees	2 213	2 014
○ Manufacturing activity			
○ Electricity usage management			

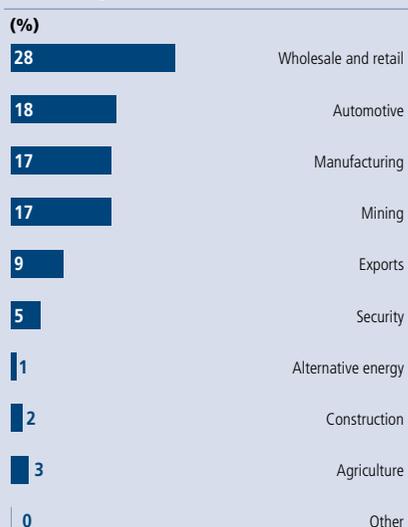
Sales by market sector – 2025



Group

Key drivers	R million	2025	2024
○ Exchange rates	Turnover	8 748	8 379
○ Acquisitions	Operating profit	1 097	1 007
	Average net operating assets	5 043	5 013
	Number of permanent employees	3 707	3 582

Sales by market sector – 2025



Seven-year review

R million	2025	2024	2023	2022	2021	2020	2019
GROUP STATEMENT OF INCOME							
Turnover	8 748	8 379	8 897	8 151	7 258	6 254	6 704
Profit before interest and tax	1 022	918	1 064	1 018	836	245	731
Net finance costs	128	153	150	87	68	104	103
Profit before taxation	894	765	914	931	768	141	628
Taxation	254	219	245	256	219	133	160
Profit after taxation	640	546	669	675	549	8	468
Income from joint venture						1	3
Profit for the year	640	546	669	675	549	9	471
Non-controlling interest	65	40	58	79	50	(27)	42
Attributable earnings	575	506	611	596	499	36	429
Shares in issue (000) (weighted average)	28 388	28 388	28 519	29 702	30 357	31 527	31 646
Earnings per share (cents)							
– comparable	2 205	2 012	2 148	1 951	1 613	800	1 240
– headline	2 327	2 012	2 148	2 007	1 641	1 050	1 355
– basic	2 023	1 782	2 142	2 007	1 643	113	1 355
Dividends per share (cents)	1 120	1 025	1 025	925	760	410	600
GROUP STATEMENT OF FINANCIAL POSITION							
Property, plant and equipment	419	377	363	309	285	265	274
Right-of-use assets	407	361	406	382	422	414	
Investment in joint venture							12
Goodwill	1 180	1 226	1 285	1 182	1 170	1 170	1 512
Intangible assets	264	146	132	39	26	33	51
Deferred taxation – net	(30)	8	35	81	74	40	38
Inventories	2 638	2 461	2 693	2 355	2 004	1 598	1 720
Trade and other receivables	1 449	1 329	1 490	1 366	1 245	1 196	1 269
Trade and other payables	(1 311)	(1 175)	(1 279)	(1 322)	(1 272)	(936)	(968)
Taxation – net	(24)	(19)	(25)	(53)	(32)	(13)	8
Net operating assets	4 992	4 714	5 100	4 339	3 922	3 767	3 916
Lease liabilities	(477)	(428)	(470)	(440)	(477)	(455)	
Net borrowings	(508)	(589)	(1 013)	(621)	(469)	(643)	(1 008)
Employment of capital	4 007	3 697	3 617	3 278	2 976	2 669	2 908
Equity holders of the parent	3 661	3 410	3 285	3 096	2 863	2 593	2 742
Non-controlling interest	239	201	196	158	113	76	101
Equity	3 900	3 611	3 481	3 254	2 976	2 669	2 843
Amounts due to vendors on acquisitions	107	86	136	24			65
Total capital employed	4 007	3 697	3 617	3 278	2 976	2 669	2 908

R million	2025	2024	2023	2022	2021	2020	2019
GROUP STATEMENT OF CASH FLOWS							
Cash generated from trading	1 336	1 241	1 294	1 249	1 026	726	794
Decrease (increase) in working capital	34	297	(392)	(356)	(116)	182	59
Cash generated from operations	1 370	1 538	902	893	910	908	853
Other income – proceeds of damages claim						35	
Taxation paid	(249)	(205)	(260)	(244)	(220)	(113)	(196)
Net cash from operating activities	1 121	1 333	642	649	690	830	657
Investment in new operations	(325)	(112)	(171)	(81)	9	(6)	(114)
Investment in property, plant, equipment and intangible assets	(80)	(76)	(104)	(76)	(67)	(39)	(74)
Net cash from investing activities	(405)	(188)	(275)	(157)	(58)	(45)	(188)
Share-based payments	(58)	(125)	(101)	(36)	(16)	(3)	(22)
(Decrease) increase in long-term borrowings	(100)	(400)	400	120	(150)	(138)	(96)
Repurchase of shares			(112)	(133)	(69)	(82)	
Finance costs paid	(128)	(153)	(150)	(87)	(68)	(103)	(103)
Repayment of lease liabilities	(121)	(112)	(106)	(114)	(94)	(92)	
Dividends paid	(328)	(324)	(290)	(276)	(213)	(139)	(189)
Net cash from financing activities	(735)	(1 114)	(359)	(526)	(610)	(557)	(410)
Increase (decrease) in bank balances	(19)	31	8	(34)	22	228	59



Mission

Hudaco has been an important part of the South African business landscape for over 130 years. Our mission is to develop and manage a sustainable business for the long-term benefit of all stakeholders, in both current and future generations.

Achieving Hudaco's mission



Shareholders

We aim to produce superior returns for our **shareholders** by managing our business and by taking advantage of acquisitive and organic growth opportunities.

Measurement of success*

The **primary** measures are **financial** and are detailed in the financial review on pages 27 to 31.



Customers

We safeguard our strong market shares by offering quality products and have them readily available to our **customers**.

Measurement of success*

Growth in market share, measured where information is available and using customer **satisfaction** reviews.



Suppliers

We establish enduring partnerships with our **suppliers**, combining their leading world brands and our distribution strengths in southern Africa.

Measurement of success*

Retention of significant brands, principal relationship reviews, **attracting** new leading brands, **benchmarking** the market position of a brand in South Africa with its market position internationally.



People

We ensure that a significant part of Hudaco's strength – its **people** – thrive in a decentralised, dynamic, challenging and equitable business environment.

Measurement of success*

Retention and promotion record; **reward** commensurate with performance; **success** on educational programmes; health and safety record; employee satisfaction survey results; **support** for wellness initiatives.



Communities

We aim to achieve our objectives in a manner governed by the highest standards of ethical conduct, sensitive to the needs of the **communities** in which our businesses operate.

Measurement of success*

Success of students on our BEE **bursary programme**, support for and success of our socio-economic development and skills development initiatives, including absorption where relevant.



Transformation

We are committed to playing a part in the **transformation** of South Africa's society and economy to help redress the inequities of the past.

Measurement of success*

Employment equity: appointment and promotion of more black people to senior positions; proportion and success of black people on our educational programmes; **black economic empowerment:** empowering previously disadvantaged South African employees to have an equity interest in the Hudaco group.



Environment

We are conscious of our responsibilities for safety and the **environment**.

Measurement of success*

Health and safety record and progress on goals as set out in the **environmental, social** and **governance report** and **human capital report**.

* We measure success through financial and non-financial assessments.

Business model

Hudaco's core activity is the importation and distribution of high-quality, branded industrial, **automotive** and **electronic** consumable products.

What we sell and where we sell it

Our businesses and the products they sell fall into the following categories:

Consumer-related products

Supplied to markets with a bias towards consumer spending and generally sold to installers

- Automotive aftermarket products
- Batteries and sustainable energy products
- Data networking equipment
- Power tools and fasteners
- Security and communication equipment
- Gas and outdoor products

Engineering consumables

Products generally used in the maintenance of machines and sold mainly to mining and manufacturing customers

- Bearings, belting and power transmission
- Diesel engines and spares
- Electrical power transmission products
- Filtration and fluid transfer
- Fire detection, containment and suppression
- Hydraulics and pneumatics
- Specialised steel
- Thermoplastic pipes, fittings and equipment

We look for products with which we can add value through the distribution chain, stockholding, product availability and providing technical support. Typically, these would be technical specification, advice on usage or installation and customer training. The extent of value add is determined by whether the customer's purchasing decision could be influenced by the addition of a technical support function.

We focus on offering maintenance spares for critical customer equipment. Purchasing decisions for these items are made easily and quickly without onerous tender procedures.

Products are distributed throughout southern Africa by our approximately 35 businesses.

We supply some 30 000 active customers from over 130 branches in South Africa.

In other African countries, we generally supply customers directly from South Africa or through local distributors.

What makes us successful in the market

Key elements of our success include:

Adding value for our customers

Our objective is to offer customers more than just a product in a box.

We seek to sell products where value can be added, for example in some of the following ways:

- availability;
- product identification, specification and supply;
- advice on usage or installation;
- customer training; and
- provision of credit to customers.

Our decentralised management philosophy

Decentralising the management structure facilitates these attributes:

- faster decision-making;
- superior customer service;
- empowered employees; and
- high standards and disciplines.

Our value-add offering is in demand by our customers. We strive to maintain our technical skills base through loyal and motivated employees and to train new staff through training offered internationally by our suppliers and our own in-house training programmes.

How we achieve growth

Organic growth

Our first priority is to take advantage of organic growth opportunities within the markets we serve. This can be achieved by a combination of:

- taking market share from competitors;
- adding products to the basket offered;
- expanding the geographies within which we operate; and
- creating additional market demand for our existing product offering.

Acquisition strategy

After funding organic growth and paying dividends to shareholders, Hudaco's high cash-generating characteristics mean that resources are still available to fund the acquisition of new businesses. We use acquisitions of successful (and usually privately held) businesses to provide an additional platform for future growth. In our acquisition efforts, we seek to acquire agencies for products where customers either already require these characteristics or, by introducing them, we think we can increase customer loyalty to the brand.

We believe that there are many private business owners in South Africa who are aware of Hudaco, like our management style and consider our buyout formula attractive. When the time is right, we hope they will approach us directly with a view to possibly selling their businesses to us.

Our board has agreed on a strategy to pursue acquisitions with the aim of:

- ideally closing one major acquisition of at least R300 million turnover every two years;
- continuing to acquire smaller businesses provided they can be bolted-on to existing businesses;
- concluding a major, R1 billion plus acquisition, although we recognise that these are rare at a suitable price for Hudaco and we have not been able to find such an opportunity thus far; and
- avoiding dependency on any one market sector by diversifying our portfolio of businesses.

Where practicable, Hudaco seeks to:

- purchase the business, not the company;
- purchase thriving (not distressed) businesses with depth in management;
- enter into service agreements with management;
- include earn-out arrangements in the final price; and
- purchase for cash, unless the acquisition is large enough to warrant issuing shares.

Target criteria

Our acquisition target criteria are businesses that mostly are/have:

- customers which require value-added distribution;
- an identifiable competitive advantage, eg strong brand/s;
- already profitable and earning good returns;
- in growth markets;
- distribution rights for products that are not currently offered by any business within the group;
- strong general and financial management and robust controls;
- a presence in non-capital, industrial, automotive or electronic products;
- selling to markets in southern Africa; and
- preferably headquartered in Gauteng.

Why our acquisition strategy has been successful

The quality of the personal relationships between Hudaco and the seller of the business is one of the most important factors for a successful acquisition. We don't impose joint purchasing or tendering, preferring to preserve the route to market of each business by allowing significant autonomy. Managing directors of businesses that come into the group may be invited to play a wider role within the group once they have completed their three-year earn-out and they have proved to us and themselves that they are comfortable in a corporate environment. We benefit greatly from the presence of the sellers of successful businesses on our team, as they often bring with them experience and ideas worth sharing across the broader group.

Our decentralised structure helps to ensure that the businesses that we buy remain intact, ie the brand, the staff and the reputation. We only intervene when performance requires it or where extracting synergy was a significant factor in motivating the acquisition.

Sourcing the products we sell

We seek out and secure exclusive distribution rights from leading international manufacturers with a global brand presence and a commitment to maintaining market leadership, particularly through technical innovation.

We source products from more than 800 international suppliers scattered across the industrialised world. We also manufacture certain niche products.

We carry more than 230 000 line items in stock. Demand is relatively inelastic, with low line-item sales predictability, whilst supplier lead times can range from three months to well over a year, in extreme cases. Inventory holding is therefore one of our most important assets, as our key competitive advantage is the ability to offer availability on demand.

Aspects important to our principals/suppliers

Our businesses distribute top-quality branded products and have represented their major principals for many years. The following factors strengthen our ability to retain existing distribution rights:

- Market share is key. If our local market share is in line with that which our principal enjoys internationally, distribution rights are unlikely to be disturbed.
- The local southern African market is small in world terms, making entering it directly not worthwhile.
- South Africa is heavily regulated with unique laws (for example B-BBEE) not well understood by the international community. Further, the regulatory and compliance landscape is not stable – new BEE and labour requirements are a regular occurrence. This tends to dissuade suppliers from entering the market directly.
- The level of corruption and/or perceived corruption in South Africa. Overseas suppliers perceive that rights to conduct business are increasingly subject to government patronage and that awarding government business is sometimes accompanied by demands for payoffs. For legal and reputational risk reasons, international corporations avoid doing business in such environments themselves. Nevertheless, Hudaco does not, and will not, participate in corrupt activities.
- Long-term relationships (frequently on a personal level) and a well-established distribution footprint – both of which are hard to replicate.
- Our suppliers rely on our understanding of the specific challenges of doing business in Africa, particularly the political and regulatory risks and the limitations which the size of these economies pose, so they appoint us to represent their brands in markets that they would not ordinarily have been able to access. Crucially, we must adapt continually to the dynamics of doing business in Africa.

Joint report of the chairman and chief executive



2025 Overview

- Comparable earnings per share (ceps) up 9.6%
- Headline earnings per share up 15.7%
- Dividends increased 9.3% to 1 120 cents per share
- Cash generated from operations of R1 369 million
- Successfully acquired and bedded down Isotec and FloSolve
- 55% of the increase in ceps was from businesses other than acquisitions
- Ceps in H2 increased 11.8% on H2 2024
- Battery businesses underperforming – goodwill written off

Annual turnover in 2025 increased by 4.4% to R8.7 billion, with operating profit rising by 8.9% to R1.1 billion. The group operating profit margin increased from 12.0% to 12.5%. After a number of years of disappointing results from our battery and alternative energy businesses, occasioned mainly by structural changes in their markets, we concluded that it would take longer than we had previously believed to restore performance to the level it should be. Accordingly, their goodwill has been impaired in full, to the extent of R104 million.

Headline earnings per share increased by 15.7%, and comparable earnings per share increased by 9.6%. Return on equity was 17% overall and 19.5% if the impairment of goodwill in the battery businesses is excluded. IFRS does not allow recognition of increases in the value of goodwill or the reinstatement of previously impaired goodwill – only decreases may be recognised. The cash-generative nature of Hudaco's businesses was again evident this year, with cash generated from operations an excellent R1.4 billion.

Stephen Connelly
Non-executive chairman

We achieved an increase in comparable earnings per share of 11.8% in the second half of the year, following 6.1% at mid-year, giving us an increase of 9.6% for the full year. Businesses other than acquisitions contributed to just over half of this increase, with the rest coming from the strategic acquisitions. We kept our focus on strong management of gross profit margin, tight control of expenses and inventory, and supporting ratios.

We are delighted with the acquisitions of both Isotec and FloSolve and they have settled into the group well. Their results are included for seven and six months, respectively, this year, so their full impact will only be realised in 2026. Isotec was acquired on 1 May 2025, following remarkable growth in the two preceding years. The purchase price will be determined by the average profit after tax for the three years after acquisition. Based on current trading, it is clear that the sustainable level of profitability, although lower than initially determined, remains meaningfully accretive, and we still see Isotec as a significant contributor to the group in the future. Our initial estimate of the ultimate purchase price disclosed and accounted for in our 2025 interim results has been revised accordingly. Significant effort is being devoted to raising the sophistication of the operating systems and the management structure to the level required for a business of this size within the Hudaco group.

The final dividend has been increased to 770 cents, bringing the total dividend for 2025 to 1 120 cents per share. This is up 9.3% on 2024 and represents 50.8% of comparable earnings, which aligns well with our long-term dividend policy of having total dividends covered approximately twice by comparable earnings.

Financial position

Net bank borrowings at year-end were R508 million, down R81 million from R589 million in 2024, after paying R325 million to vendors for acquisitions. Importantly, operating profits covered interest payments 12.8 times, which compares favourably with our internal benchmark of at least five times. We have significant additional bank borrowing facilities, so there is still capacity for good acquisitions. At R2.6 billion, inventories decreased by a marginal R13 million, excluding acquisitions.

Consumer-related products

The consumer-related products segment consists of 12 businesses. This year, it contributed 43% of Hudaco's sales and 41% of operating profit. Last year, this segment contributed 46% of group sales and 43% of operating profit.



Graham Dunford
Chief executive and executive committee chairman

Joint report of the chairman and chief executive *continued*

The segment's turnover decreased by 2% to R3.8 billion, but operating profit increased by 0.6% to R477 million.

In this segment, we saw strong performances from our automotive businesses, while the data networking and Cadac businesses delivered much-improved results. The battery and alternative energy businesses continued to struggle. The operating profit margin improved from 12.2% to 12.5%.

Engineering consumables

The 21 engineering consumables businesses contributed 57% of group sales and 59% of operating profit. In 2024, this segment contributed 54% of group sales and 57% of operating profit.

The segment's turnover increased by 10.1% to R5 billion, and operating profit increased by 11.2% to R696 million.

This increase was mainly due to the acquisitions, which added R400 million in turnover and R58 million in operating profit. Both Isotec and FloSolve have integrated seamlessly into Hudaco, while Brigit Fire and Plasti-Weld, the previous acquisitions, continued to perform well. In this segment, sales to the mining and manufacturing sectors increased, mainly due to the acquisitions. We had strong performances from our diesel engine and electrical businesses. The operating profit margin increased slightly from 13.9% to 14%.

Strategic focus

Our strategic focus remains on "distributing strong international branded products requiring added value, including instant availability and technical input". Our modus operandi is to carefully manage the relationship between turnover, margins, inventories and costs. This results in businesses serving our traditional main markets, mining and manufacturing, generating profits in cash as these markets, have been in decline for many years as the country has achieved very little or no GDP growth. We use this cash to pay generous dividends, invest the balance in our higher-growth businesses, make accretive acquisitions to diversify and strengthen our overall offering, or buy back shares if the price is right. We believe this is a sensible capital allocation strategy. Acquisitions are evaluated primarily on cash flow – similar to the methodology used to calculate expected returns from internal growth initiatives. In essence, in an economy devoid of growth, we believe that using cash from our cash-generating businesses to acquire additional businesses and then managing those acquisitions as we do existing businesses, is akin to internally generated growth.

Prospects

We have begun the new year with cautious optimism, as we normally do, believing that the prospects for SA Inc. are somewhat more promising.

Our businesses are well placed to benefit immediately from an uptick in economic activity, which appears a reasonable expectation in 2026. Having said this, we recognise that the geopolitical situation is fraught with uncertainty, and that, regrettably, the South African government consistently falls short each year, offering populist rhetoric with minimal tangible action to attract investment and reduce unemployment. It is common cause that there remains an urgent need for decisive measures to expedite the implementation of structural, growth-oriented reforms to which the country has already committed, through Operation Vulindlela, which focuses on electricity, water, transport and digital communications.

The South African economy ended 2025 in a stronger position than a year ago, and the economic outlook for 2026 is showing signs of gradual improvement, particularly in our mining industry, as gold, platinum and copper prices surge. Other factors that should have a positive effect on our economy and Hudaco in the year ahead include: inflation near the 3% target; interest rates already well down and expected to decline further; the recent sovereign credit rating upgrade; the removal of South Africa from the "grey list"; higher commodity prices, which are likely to drive mining expenditure,

particularly for maintenance; and the fact that our 2025 acquisitions will be included in the results for a full year. The strengthening of the Rand against the US Dollar can be expected to put selling prices under pressure but should also ease pressure on consumers, which will hopefully boost our consumer-related products businesses.

Appreciation

The group's consistent delivery, despite the economy having been stagnant for so long, is credited to the dedication, commitment, and experience of its staff and management teams. Excellence is evident across all levels, and their contributions are highly valued and appreciated. We also thank our loyal suppliers, customers, and stakeholders for their crucial roles in our shared success.

We appreciate our experienced board members for their valuable guidance and leadership. The collaboration between non-executive and executive directors has consistently been productive, effective and aligned with the company's best interests.

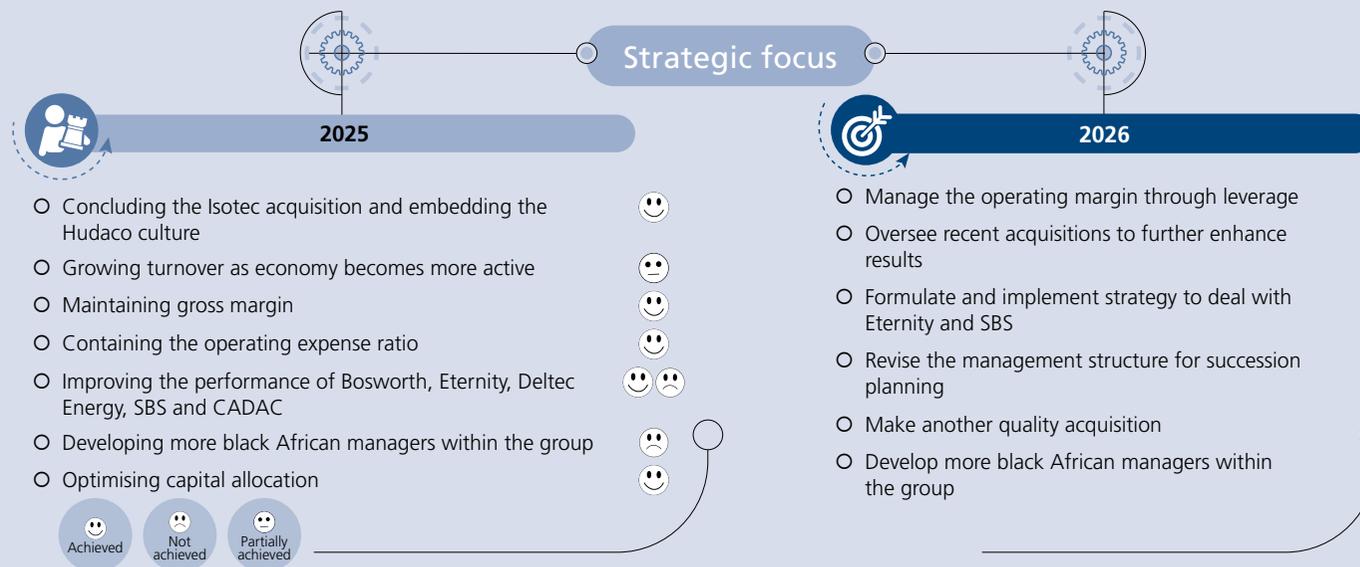
SJ Connelly

SJ Connelly
Chairman

24 February 2026

GR Dunford

GR Dunford
Chief executive



Stakeholder engagement

In terms of the requirements of sustainability reporting standards, we ask stakeholders what material information they require to maintain a mutually successful and sustainable business relationship. Stakeholders to whom we are accountable and for whom we create value are: investors, shareholders, principals/suppliers, employees, customers and communities in the vicinity of our premises. In this report, we aim to provide each with information on what matters to them, as identified in the table below.

We have rated the following stakeholders as the most significant (in no particular order) based on the likelihood that they will access and use this report, our ability to provide information that will be useful to them and their level of interaction with the group:

- Shareholders and investors, current and future, private and institutional;
- Employees: the 3 707 people in Hudaco's 33 businesses;
- Principals/suppliers; and
- Bankers.

The table below details the issues considered by stakeholders to be important to them. These were determined through our stakeholder engagement process, which included discussions with members from each of the stakeholder groups, either directly or through executives of our businesses. The investment community is invited to suggest further disclosure where they identify a need for specific

information, as are bankers during annual review meetings and regular update discussions. The major topics of interest this year for most categories of stakeholders were: the impact on demand of the increase in commodity prices; whether reported improvements at the ports have eased pressure on product availability and working capital requirements; the market for alternative energy products; capital allocation; and acquisition prospects. One investor expressed a desire for additional disclosure of certain aspects related to director remuneration and this request has, in the main, been accommodated in the remuneration section of this integrated report. The relevance of the various sections of this report to the different classes of stakeholders is set out on the inside front cover.

Stakeholders	Why they matter to us	Why we matter to them	What matters to them	How we communicate with them
Private shareholders and institutional investors	Shareholders	Derive dividend income from trading performance and capital appreciation from the market value of Hudaco shares.	<ul style="list-style-type: none"> ○ Compliance, governance ○ Share price, dividend policy, return on investment, profitability ○ Capital allocation ○ Management competence ○ Depth of management and succession planning ○ Growth strategy ○ Business model ○ Acquisitions – deal flow and success ○ Executive remuneration ○ Risks ○ ESG reporting 	<ul style="list-style-type: none"> ○ Integrated and interim reports ○ Informal discussions ○ Results presentations ○ Facilitated discussions ○ Hudaco website ○ Annual general meeting ○ Analyst reports ○ Press interviews ○ SENS announcements
Bankers	Financiers	Take credit risk on and derive interest and fee income from Hudaco.	<ul style="list-style-type: none"> ○ Statements of financial position, comprehensive income and cash flows ○ Key risks ○ Succession planning ○ Environmental impact 	<ul style="list-style-type: none"> ○ Integrated and interim reports ○ Results presentations ○ Annual credit review meetings ○ Capital raising and other discussions ○ Covenant reports ○ SENS announcements

Stakeholders	Why they matter to us	Why we matter to them	What matters to them	How we communicate with them
Intermediary customers and end-users of products	Customers and end-users	Hudaco supplies them with quality products at reasonable prices and technical support to sustain their operations.	<ul style="list-style-type: none"> ○ BEE credentials ○ Brand ○ Product availability ○ Product quality ○ Technical support ○ Service turnaround ○ Pricing ○ Reputation 	<ul style="list-style-type: none"> ○ Personal contact ○ Product marketing ○ Service levels ○ BEE scorecards ○ Business unit websites ○ ISO accreditation ○ Customer communications
Management of businesses	Management, potential vendors	<p>Rely on Hudaco for their livelihood and meeting career aspirations as well as for investment-related returns through the share appreciation bonus and share matching schemes.</p> <p>Covered by group life and disability assurance.</p> <p>Make use of corporate wellness initiatives to maintain a focus on executive health.</p>	<ul style="list-style-type: none"> ○ Hudaco brand, association with quality products, endorsement in market through association ○ Treasury function, insurance, company secretarial functions, internal audit ○ Synergies within the group ○ Management and resource support from centre for growth ○ Group structure, relevance of Hudaco group issues to operations ○ Critical mass pricing advantage ○ Business model ○ Leadership succession planning, careers, knowledge management systems ○ Functional relationships with group management ○ Cash position during earn-out process ○ Remuneration ○ Wellness and health programmes ○ Group life and disability cover 	<ul style="list-style-type: none"> ○ Retirement fund reports and information ○ Wellness days and reports ○ CFO meetings ○ Risk management meetings
Owners of privately owned businesses	Potential vendors	Hudaco provides a potential exit strategy or a means of realising the value in their businesses and building a career within the group.	<ul style="list-style-type: none"> ○ Acquisition and earn-out process ○ Exit opportunities ○ BEE credentials ○ Finance and support for growth opportunities 	<ul style="list-style-type: none"> ○ Integrated report ○ BEE scorecards ○ Personal contact ○ Business brokers

Stakeholders	Why they matter to us	Why we matter to them	What matters to them	How we communicate with them
Principals	Suppliers	Rely on Hudaco for a route to market without them having to establish a presence in SA, a relatively small market which has significant regulatory complexities.	<ul style="list-style-type: none"> ○ Market shares ○ Sales forecasts ○ Stock-holding and ordering processes ○ Distribution strengths ○ Customer penetration ○ Cultural barriers in dealing with local customers ○ Creditworthiness 	<ul style="list-style-type: none"> ○ Personal contact ○ Video conferencing ○ Integrated report ○ Business unit websites ○ ISO accreditation
Employees	Staff	<p>Rely on Hudaco for their livelihood (during employment and after retirement) and personal development to meet career aspirations.</p> <p>Covered by group life and disability insurance.</p> <p>Make use of corporate wellness initiatives.</p> <p>Most receive subsidy on medical aid contributions.</p> <p>Black employees with over three years' service have an equity interest.</p> <p>Black employees and their close families may be eligible for bursaries from the BEE bursary scheme.</p>	<ul style="list-style-type: none"> ○ Career development ○ Leadership succession planning ○ Remuneration ○ Skills retention and development ○ B-BBEE ○ Health and safety ○ Wellness and health programmes ○ Medical aid ○ Post-retirement funding ○ Group life and disability cover ○ BEE ownership trusts ○ BEE bursary scheme 	<ul style="list-style-type: none"> ○ Integrated report ○ Policy documentation ○ Personal contact ○ Video conferencing ○ Retirement fund reports and information ○ Wellness days and reports ○ Health and safety reports ○ Trustee elections for BEE ownership trusts ○ BEE bursary scheme communications
Government	Tax collector, transformation regulator, education and training authority	Rely on Hudaco to collect and remit indirect taxes, to pay direct taxes, to progress transformation and to provide education and training programmes.	<ul style="list-style-type: none"> ○ VAT ○ PAYE ○ Income tax ○ Customs duty ○ Dividends tax ○ BEE ○ Learnerships and apprenticeships 	<ul style="list-style-type: none"> ○ Statutory returns ○ Integrated reports ○ Results presentations ○ Correspondence ○ B-BBEE certification ○ Employment equity reports ○ Workplace skills plans and reports

Risks and mitigation

Key risks

In the table below, we highlight the key risks faced by the group, in order of perceived priority, and how these risks are mitigated:

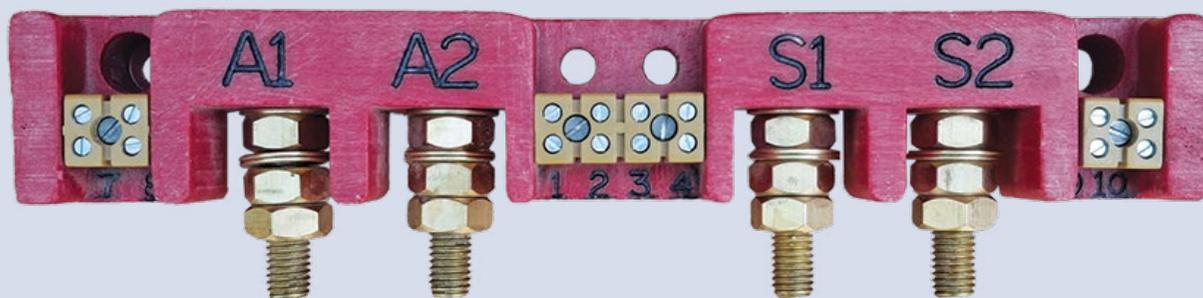
Risk	Explanation	Potential exposure	Mitigation	Residual risk assessment/probability	Associated opportunity
Loss of a major brand	<p>While the portfolio of brands is diverse, there are two major brands the loss of which could have a significant effect on the results of the group.</p> <p>These brands, each of which contributes 5% to 12% of group operating profit, would be hard to replace. The portfolio also includes several other important brands.</p>	Up to R135 million in operating profit per annum per brand.	<p>Maintaining strong relationships with principals and serving them well in the South African market. This is monitored by the audit and risk management committee.</p> <p>The relationships with the major brands are managed by the group chief executive.</p> <p>Acquisitions increase the number of suppliers and dilute exposure to any one brand. The element we cannot mitigate is the risk that a major principal ceases to exist, eg through international corporate activity.</p>	<p>Highly unlikely.</p> <p>This risk follows from the strategy of representing quality major international brands.</p>	There would not be an opportunity associated with the loss of one of the group's two major brands. The loss of a lesser brand may present an opportunity to bring into the portfolio a brand that has something more to offer.
Disruptions in the supply chain	Inefficiencies at local ports, which result in offloading delays and a scarcity of ships coming to South Africa because of waiting times, and the degradation of the rail infrastructure have the potential to impede Hudaco's access to adequate inventory. The disruptions to shipping routes caused by global conflicts also have an impact.	Up to R200 million in operating profit per annum if not adequately managed.	<p>Businesses increasing inventory levels and maintaining close relationships with principals to make them aware as early as possible of requirements.</p> <p>Using first-rate, agile shipping and logistics companies to expedite receipt of goods.</p>	<p>Likely.</p> <p>The problems at local ports and rail services persist in causing major disruptions to the international supply chain, albeit not to the same extent as in prior years. Also, global conflicts have impacted shipping routes, thereby impacting working capital requirements.</p>	Supply chain disruption has affected competitors too. Hudaco's strong financial position enables it to maintain significant stock levels to meet customer needs and maintain margins where competitors have no stock.
Inadequate supply of electricity and diesel or water	The lack of electricity is a constraint on GDP, a significant driver for Hudaco. The mining industry, in particular, tends to be affected when electricity is in short supply. Hudaco's sales tend to decrease when its customers are unable to operate due to electricity constraints. A prolonged lack of electricity could cause a shortage of diesel, which would exacerbate the situation. Inadequate supply of water would also affect economic activity.	Unable to quantify.	Acquiring businesses that serve the water infrastructure market and sectors less dependent on electricity supply. Geographic diversification.	<p>Likely, notwithstanding recent suspension of loadshedding.</p> <p>The degradation of water infrastructure has been significant and Eskom's fleet of power stations is old.</p> <p>This risk is integral to our strategy of supplying to industries that happen to have high electricity requirements.</p>	Potential to sell products to restore and maintain water infrastructure, as well as batteries, inverters, solar and gas products and generators to industry and the consumer market.

Risk	Explanation	Potential exposure	Mitigation	Residual risk assessment/ probability	Associated opportunity
Foreign exchange rate risk – significant strengthening of the Rand	If the Rand strengthens, the purchase prices of our products drop and selling prices must be reduced to remain competitive. This reduces gross profit and since our expenses are Rand-based, they do not decline. Net operating profit decreases.	Without management intervention, for each 10% by which the Rand strengthens, operating profit could decrease by R240 million per annum.	Management of quantities and lead times helps to delay the impact. Management intervention to increase gross margins. Development of export opportunities for locally manufactured products such as gear pumps. The primary risk cannot be mitigated.	Variable depending on extent. This risk is integral to our strategy of holding inventory to provide customers with ready availability of imported goods with long lead times.	A sustained weakening of the Rand by more than the inflation rate without significant volatility would result in gross profits rising faster than expenses, increasing the operating profit margin.
Ineffective insurance	The risk that there is a major loss (eg through fire) and that the insurance claim is not met because the policy was defective or the insurer fails.	R410 million.	Insuring through reputable long-established underwriters and engaging high-quality insurance brokers as advisors.	Unlikely.	No associated opportunity.
Not meeting BEE requirements	Although Hudaco has put in place an appropriate BEE shareholding structure and targets on the DTIC scorecard have been achieved, this is against a backdrop of ever-changing requirements. Certain industries (eg mining) have their own charters with different requirements and certain entities set criteria more stringent than the applicable charter. Sales may be lost through not having adequate BEE credentials. Sector-specific Employment Equity quotas represent an additional challenge.	Unable to quantify.	The group transformation and human resources executive monitors legislation and charter requirements to keep our businesses abreast of new requirements. She helps to ensure the necessary certifications have been obtained by the group or each business, as appropriate. Aspects such as ownership requirements are monitored at board level.	Highly unlikely on B-BBEE but even chance on some elements of EE quotas. This strategic risk is part of doing business in South Africa and is always front of mind in operations.	We have been able to grow the group through acquisitions because we offer strong BEE credentials to vendors. Also, as competitors are faced with the same BEE challenges, we attract business from those that fall short of requirements. On the revised DTIC scorecard, we have over 30% black ownership and the overall rating is Level 3, which provides a customer with 110% procurement recognition.
Poor acquisition	Acquired business performs well below expectations or exposes the group to significant unexpected risks.	R200 million.	Approving acquisitions based on thorough due diligence reviews conducted by professionally qualified advisers and our own experienced acquisitions team and including earn-out and clawback provisions in acquisition agreements. Preparing adequately for post earn-out vendor exits, where relevant.	Highly unlikely. This risk is introduced by the strategy to grow the group by acquisition.	Quality acquisitions add significant value to the group.

Risk	Explanation	Potential exposure	Mitigation	Residual risk assessment/probability	Associated opportunity
Reputational risk	The risk is that the group or an individual business may suffer damage to its reputation in the event of a product or corporate governance failure or through association with a supplier whose reputation becomes tainted.	R60 million.	A strong corporate governance framework and code of ethics as well as specific assurances to ensure compliance with competition legislation. Sourcing major brands from high-quality principals and seeking assurance, including through factory visits, in respect of the ethical practices and product quality of second and third-tier suppliers.	Highly unlikely. The decentralised structure increases the risk relative to a centralised model but should also serve to contain any potential damage.	Hudaco's governance and ethics should put it at an advantage relative to competitors that face the same risks. While reputational issues are undesirable and absolutely to be avoided, the appropriate response, managed well, can have the effect of enhancing a reputation.
Sustained labour unrest in the mining or manufacturing sectors	Of group turnover, currently 17% is sold directly to the mining industry and 17% into manufacturing, much of which is to service the mining industry.	R65 million in operating profit.	The group has a diverse customer base both within and outside of mining. It is unlikely that all types of mining will be affected.	Less than even chance.	This provides an incentive to further diversify the customer base through extending our range of products and customer geographies.
Local manufacturer more competitive	Although for most of our key agencies there is little prospect of a local manufacturer being able to produce a product of similar quality at a competitive price, there are some where this could be a threat when the Rand and the economy are weak.	R30 million in operating profit.	Carrying a second-tier range, which many of our businesses do, and finding other sources of supply reduce the potential impact.	Highly unlikely for major brands but more risk on lesser product lines.	Second-tier brands have been successful for the group. We distribute some excellent local products and could get distribution rights for emerging quality local brands.
Litigation risk	The group is involved in litigation from time to time. In such instances, there is a risk of loss if Hudaco is the defendant and of costs if Hudaco is the plaintiff.	R15 million.	Use of high-quality legal teams and careful management of cases, including through thorough preparation.	Highly unlikely.	Depending on the circumstance, legal action could provide the opportunity to recover assets, preserve reputation or defend a threat to assets.
Natural disaster, epidemic or war at supplier(s) or customer	A natural disaster, epidemic or war could cripple a factory of a major supplier(s) (or of a component supplier to our supplier) or the operations of a major customer. We have seen through Covid-19 that the risk of a pandemic, by definition on a much greater scale, also exists.	R25 million in operating profit. For a pandemic, R500 million.	We carry up to six months' stock which gives time to react to such an event. Major suppliers generally operate from several factories in different cities and/or countries. The loss of a factory could be disruptive to the supply of certain products but production would quickly be moved to other factories. The group has a widespread supplier and customer base and is not overly reliant on any single one. Insurance is held against certain supply interruptions.	Highly unlikely. Nevertheless, the risk did materialise in 2020 as a pandemic, with devastating effect the world over.	Natural disasters, epidemics or wars in other parts of the world do not represent opportunities to the group, except to the extent that those competitors whose suppliers do not have the same level of geographic diversification as ours may be affected more heavily. A natural disaster locally may create demand for some of the products we sell.

Risk	Explanation	Potential exposure	Mitigation	Residual risk assessment/probability	Associated opportunity
Credit risk	Although credit risk is well spread and larger debtors are usually blue chip, government sometimes awards large contracts to new BEE entities, on which we occasionally must take credit risk.	R20 million.	In such cases, we manage the delivery process as closely as possible and strive to find other ways to minimise this risk. Normal credit risk is managed through having low concentration of credit risk and through disciplined control procedures.	Unlikely to be abnormal. This risk, beyond the normal, is a consequence of BEE procurement.	Supplying normal credit to customers is one of the value-adding features of our business model. If intermediary relationships are managed carefully, there are significant opportunities in supplying the requirements of government.
Increase in interest rates	Where necessary, borrowings are used to finance working capital and acquisitions, which introduces the risk that finance costs will go up if market interest rates increase.	R18 million per annum if interest rates increase by 2% per annum.	Effective management of working capital to minimise exposure. Other forms of raising funds for acquisitions can be considered.	Likely but not in the short term as rates are currently reducing.	Higher interest rates could have the effect of reducing prices of businesses for sale. A decrease in interest rates will give rise to an equivalent reduction in finance costs.
Adverse effect of loss of key executives in businesses or at group level	When members of the executive team retire or leave, the risk is that transition could have a significant adverse effect on the group. Sometimes businesses are sold to us as an exit strategy for the owners. Succession planning and integration into the group are therefore vital for sustainability of the business.	Unable to quantify.	The group has a formal succession policy. Succession plans, emergency and planned, are considered annually by the nomination committee. Members of the group executive team have developed in-depth knowledge of each business. Ideally, replacements for executives who retire have the opportunity to spend several months working under the guidance of their predecessors and experienced people are appointed to the executive committee when required. Earn-out periods keep vendors in acquired businesses to facilitate transition.	Highly unlikely. The risk is always prevalent but arises specifically through the strategy of growing the group by acquiring entrepreneurial businesses.	Retirement of members of the executive team creates visible opportunities to which the next level of management can aspire. This provides them with an incentive to prove their value through superior performance.
Shortage of people with appropriate technical skills	There is a significant shortage in the country of people with the appropriate level of technical skills and industry expertise so it is difficult to find replacements for those who emigrate, retire or resign. These skills are important for the value-added component of our business model.	Unable to quantify.	Apprenticeship and graduate development programmes in the required technical disciplines go some way to providing a pipeline of suitably trained personnel. Being perceived as an employer of choice in the respective industry segments assists in attracting high-quality employees.	Likely.	Success in building an excellent team should enhance the customer experience and therefore customer loyalty. This can provide a competitive advantage.

Risk	Explanation	Potential exposure	Mitigation	Residual risk assessment/ probability	Associated opportunity
Loss through cyber attack	The threat of a cyber attack on the IT systems of a business has become ubiquitous and it is a challenge to remain ahead of malefactors in this arena.	Unable to quantify.	IT governance is an important aspect for all businesses in the group. They take appropriate measures to prevent penetration of their systems and to facilitate business recovery in the event of a breach. The effectiveness of cyber security systems is tested regularly. The decentralised structure of the group ensures that any breach that does occur is contained to the specific business and does not expose the entire group.	Unlikely.	There would not be an opportunity associated with a cyber attack.
Disruption due to artificial intelligence (AI)	Artificial intelligence is changing so much in the world that it has the potential to impact the way business is conducted by our customers, our competitors and our own businesses. It is also likely to affect demand for the products we sell and create demand for new products in our markets. Important ethical issues arise from the use of AI.	Unable to quantify.	Some of our businesses have already introduced AI tools to enhance efficiency and an understanding of the needs of their customers. While each of our businesses has different characteristics, best practice is shared across the group so that the businesses can benefit as appropriate, without each having to start from the beginning.	Highly likely for some businesses, less likely for others.	Astute adoption of AI can give our businesses an advantage over competitors and can create opportunities for growth in new markets and through new product categories.
Geopolitical risk	Dynamics in global politics have affected economic conditions around the world and South Africa's political alignment with the BRICS block has attracted responses from key trading partners, notably the USA, which has imposed heavy tariffs on imports from South Africa.	Unable to quantify but includes R90 million sales from direct exports to USA.	There is little that the group can do to mitigate the impact of high USA tariffs on goods supplied by its businesses, specifically Gear Pump Manufacturing, and its customers. Similarly, shunning of trade by major trading partners in response to South Africa's alignment with the likes of Russia and China is beyond our control.	Likely.	Astute management of international relations by the government could create opportunities for South African businesses to win international business away from other countries that may be out of favour with major economies.



Board of directors

Non-executive directors

Stephen Connelly (74)

ACMA

Non-executive chairman of the board and the nomination committee and member of the remuneration committee

In 1982, Stephen was a founding partner of Valard Limited and was appointed managing director in 1987. Valard was acquired by Hudaco in 1992.

That year Stephen was appointed Hudaco's chief executive and served in that capacity for 22 years until his retirement in 2014. He continued to serve on the board in a non-executive capacity and was appointed chairman in April 2018. He is also independent non-executive chairman of Sturrock & Robson, a privately owned international group of engineering businesses with its head office in Europe.

Stephen joined the board in 1992.



Mark Thompson (73)

BCom, BAcc, CA (SA), LLB

Lead independent non-executive director, chairman of the remuneration committee, member of the audit and risk committee and of the nomination committee

Mark served, *inter alia*, as chief financial officer of Sappi and group treasurer of Anglo American and was a member of the Rand Merchant Bank audit committee and its corporate and investment banking credit committee and a member of the board and chairman of the audit, risk and compliance committee of First Rand Insurance Services Company. He currently holds non-executive positions with Sasfin Bank and Sasfin Holdings (member of the board and the audit committee, chairman of the group risk and capital management committee and the credit and large exposures committee), PPC (member of the board, investment and strategy committee and chairman of the audit, risk and compliance committee), and Thelo Rolling Stock Leasing (member of the board).

Mark joined the board in 2017.



Bukelwa Bulo (48)

BBusSC Hons, PG Dip Accounting, CA (SA), PLD (Harvard)

Independent non-executive director, chairman of the audit and risk management committee and member of the remuneration committee and the social and ethics committee

Bukelwa has extensive experience in private equity with exposure to a wide spectrum of sectors, including industrial services and retail. She has expertise in investment and divestment evaluation, deal structuring, and strategic and stakeholder management. She is a co-founder of Jade Capital Partners, an investment holding company focused primarily on the property, industrial, construction and building materials sectors.

She serves on the boards of Araxi Limited (formerly known as Capital Appreciation Limited) and various unlisted companies.

Bukelwa joined the board in 2023.



Tlaleng Moabi (49)

MSc Engineering (Transport)(Leeds), BSc Engineering (Electrical), B Engineering (Management of Technology)

Independent non-executive director, chairman of the social and ethics committee and member of the audit and risk management committee and the nomination committee

Tlaleng is an entrepreneur with over 25 years' experience, spanning engineering and project management on large infrastructure projects such as the Gautrain and projects under the Renewable Energy Independent Procurement Programme. As an entrepreneur, she has founded and led several ventures including Nishati Infrastructure, established in 2016, which focuses on renewable energy, water, ICT, and agriculture. Prior to that, she had co-founded Enzani Technologies in 2005, an electrical engineering construction firm.

Tlaleng is currently an independent non-executive director of Outsurance Group Limited, where she is chairperson of its social and ethics committee and a member of its audit, risk and compliance committee.

She joined the board in July 2025.



Executive directors

Graham Dunford (61)

NDip: Mechanical Engineering

Chief executive and executive committee chairman

Graham joined Hudaco in 2001 when it purchased Bauer Geared Motors, where he was the managing director. He became CEO: Electrical power transmission in 2005, CEO: Power transmission in 2009 and CEO: Bearings and power transmission in 2010.

He joined the board in 2009 as an alternate director and became a full board member in 2010.

He was appointed group chief executive in 2014.

37 years' service



1

Clifford Amoils (65)

BCom, BAcc (cum laude), CA (SA)

Group financial director and member of the executive committee

Clifford was a partner at Grant Thornton (which has since merged into BDO) for 21 years and headed its audit division. He was a member of its National Council and served on Grant Thornton International's audit advisory committee. He was a member of the Financial Reporting Investigation Panel of the JSE from 2008 to 2018.

He joined the board in 2009.

17 years' service



2

Ernie Smith (56)

BTech: Industrial Engineering

Executive director, member of the executive committee and the social and ethics committee

Ernie joined Hudaco as a portfolio executive in 2018. He has extensive commercial and operations management experience in the engineering field, having started his career at Anglo American as an industrial engineer, served as operations director for

Whirlpool Appliances, vice president at Schneider Electric (both in Europe and South Africa) and divisional managing director at Aveng.

He joined the board as an alternate director in 2023 and became a full board member on 1 February 2024.

8 years' service



3

Executive committee

1 The executive committee is chaired by the chief executive, Graham Dunford, and meets quarterly, prior to the board meeting. Its principal terms of reference are to advise the chief executive on the formulation of operating policy, the implementation of group strategy and the management of group risks.



Esther Nkosi (61)
 BA, Masters in Human Resources Management, Senior Leadership Development Programme
 Group executive: Transformation and human resources
 19 years' service



Barry Fieldgate (65)
 Portfolio executive: Abes Technoseal, Deltec Energy Solutions, Deutz Dieselpower, Filter and Hose Solutions, MIRO, Ambro Steel, Sanderson Special Steels and The Dished End Company
 18 years' service



Chris Pillay (52)
 BA Hons (cum laude), MBA
 Portfolio executive: Rutherford, Boltworld and CADAC
 5 years' service



Lavern Jacobs (55)
 BSocSc: Industrial and organisational psychology, MBA
 Portfolio executive: Partquip and A-Line Wheels
 31 years' service



Maurice Pringle (53)
 NHDip: Mechanical Engineering
 Managing director: Deutz Dieselpower
 27 years' service



Reena Magan (44)
 BCom Information Systems; HDipAcc; CA(SA)
 Portfolio executive: Filter and Hose Solutions and Deltec Energy Solutions
 12 years' service



Jaco Moolman (55)
 BSc; B Business Management and Administration (Hons)
 Portfolio executive: Elvey Security Technologies, Pentagon, Global Communications and Brigit Fire
 5 years' service

The executive directors on page 25 are also members of the executive committee.

- 1
- 2
- 3

CONSUMER-RELATED PRODUCTS

Automotive aftermarket

- 5 Abes Technoseal
- 7 Partquip
- 7 A-Line Wheels
- 3 Ironman 4X4

Security and communication

- 10 Elvey Security Technologies
- 10 Pentagon
- 10 Global Communications

Gas and outdoor products

- 6 CADAC

Power tools and fasteners

- 6 Rutherford
- 6 Boltworld

Data networking

- 5 MIRO

Batteries and sustainable energy

- 3 9 Deltec Energy Solutions
- 5 Eternity Technologies
- 3 Specialised Battery Systems

ENGINEERING CONSUMABLES

Bearings, belting and power transmission

- 3 Bearings International
- 3 Belting Supply Services
- 3 Brewtech Engineering

Diesel engines and spares

- 5 8 DD Power
- 5 8 Deutz Dieselpower

Filtration and fluid transfer

- 5 9 Filter and Hose Solutions
- 5 FloSolve

Fire detection, containment and suppression

- 10 Brigit Fire

Thermoplastic pipes, fittings and equipment

- 3 Astore Keymak
- 3 Plasti-Weld

Specialised steel

- 5 Ambro Steel
- 3 Bosworth
- 3 Joseph Grieveson
- 5 Sanderson Special Steels
- 5 The Dished End Company

Electrical power transmission

- 3 Isotec
- 3 Powermite
- 3 Three-D Agencies
- 3 Varispeed

Hydraulics and pneumatics

- 3 Dosco Precision Hydraulics
- 3 Ernest Lowe
- 3 Gear Pump Manufacturing
- 3 HERS

GROUP SERVICES

Finance

- 2 Accounting
- 2 Finance
- 2 Risk
- 2 Tax
- 2 Treasury
- 2 Group secretarial

Human resources

- 2 4 Human resources
- 2 4 Transformation
- 3 Occupational health and safety

Environment

- 3 Environmental management

Financial review

“The key financial characteristics of the group are high returns on net operating assets and strong cash flows. These are used to fund additional working capital as our businesses grow, pay market-related dividends and invest in new businesses when opportunities arise.”



Clifford Amoils
Group financial director

Measurement of financial performance

Our overriding financial objective is to increase value for shareholders, which we strive to achieve through long-term growth in earnings accompanied by strong cash generation and astute allocation of capital. Our internal operating measures and incentive programmes are geared towards this goal. We measure our financial performance based on comparable earnings (non-IFRS measure) because we believe it is

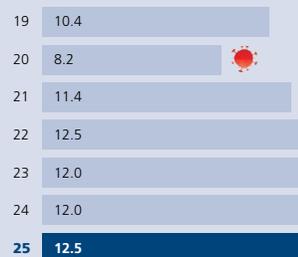
more representative than other measures of the ongoing results of the group. At Hudaco comparable earnings are calculated by adjusting for unusual items of income or expenditure not reflective of the normal trading for the year, including profits and/or losses that arose because, based on results to reporting date, the latest estimate of the earn-out payments to be made to vendors of businesses acquired in recent years were different from the previous estimate. IFRS 3 requires that, where a business is acquired with a contingent purchase consideration, changes

to the estimated purchase price be recognised in profit for the year. The accounting is counter-intuitive because a loss arises when the acquired business performs better than expected and a profit arises where it underperforms expectations. The only adjustment in 2025 was to remove a gain on vendor liabilities that had increased basic and headline earnings per share by 122 cents per share. There were no adjustments between headline and comparable earnings per share in 2024.

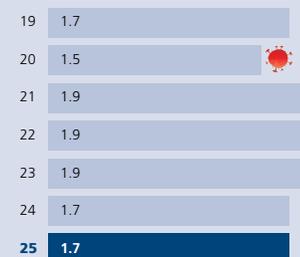
OPERATING PROFIT (RM)



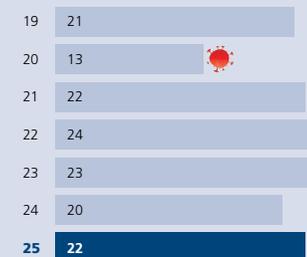
OPERATING PROFIT MARGIN (%) OPERATING PROFIT/TURNOVER



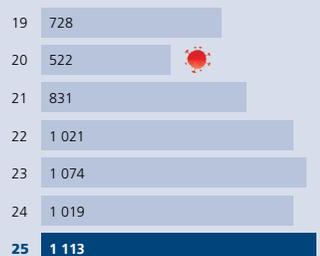
NOA* (TIMES) TURNOVER/AVERAGE NOA



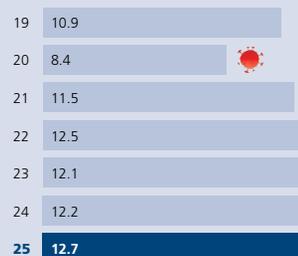
RETURN ON NOA* (%) OPERATING PROFIT/AVERAGE NOA



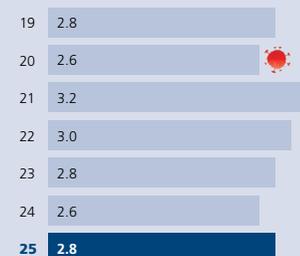
PBITA** (RM)



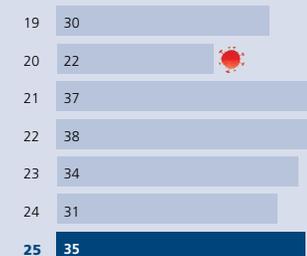
PBITA MARGIN (%) PBITA**/ TURNOVER



NTOA*** TURN (TIMES) TURNOVER/AVERAGE NTOA



RETURN ON NTOA*** (%) PBITA**/AVERAGE NTOA



* Net operating assets

** Operating profit before amortisation of intangible assets acquired as part of a business combination

*** Net tangible operating assets

We measure our financial performance as follows:

- We target real growth in comparable earnings per share over the medium and long-term. Comparable eps for 2025 is 2 205 cents, compared to 2 012 cents in 2024, an increase of 9.6%. We consider this a very pleasing result achieved in the context of economic stagnation resulting from, *inter alia*, geopolitical turmoil, governmental malaise on the local front and a ruling party that seems hell-bent on antagonising the USA, one of its largest export markets.
- Hudaco's compound growth in comparable eps over the past five years has been 22.5% from 800 cents in 2020 but that is off a low base resulting from the Covid-19 pandemic. A fairer reflection of performance is to start with the pre-Covid year of 2019 (1240 cents) and measure over six years, with compound growth in comparable eps being 10.1%. This has been achieved notwithstanding the difficulties in growing earnings with the turmoil for so much of period in our core markets – mining and manufacturing in South Africa.
- Return on capital employed is considered in the context of the weighted average cost of capital, particularly in striving to increase and not diminish the intrinsic value of the group.
- Return on equity is an important measure at group level. We target to achieve ROE of a minimum of 17% but strive to reach 23%. The ROE for 2025 was 19.5% if the goodwill impairment is excluded and 17.0% if it is included. When considering inclusion of goodwill impairment in the calculation of ROE, one must bear in mind that it is not a balanced assessment because IFRS does not allow the recognition of increases in goodwill or reinstatement of impaired goodwill. We recognise that, with equity increasing by income retained, in years when earnings don't grow by at least as much as the increase in equity, axiomatically ROE will decline.
- A measure of intrinsic value created for shareholders is determined by applying a standard point-in-time capitalisation multiple valuation methodology, as used by professional investment advisers. The increase in the value of the equity between the beginning and end of the year is determined and cash returned to shareholders during the year is added in order to simulate the total shareholder return over the period. Since 2021, the target has been to add value of R20 per share each year, which totals R100 per share over the five years. Against this target, the group has added intrinsic shareholder value of R150 per share.

- The main operating performance measure used by the businesses in the group is RONTA – the return (PBITA) on average net tangible operating assets (NTOA) employed during the year. NTOA is total assets (excluding investments, goodwill, intangibles, right-of-use assets and cash), less current liabilities (excluding interest-bearing debt and lease liabilities). Each business is measured against its own benchmark – its objective being to maximise its RONTA by managing the balance between the operating profit margin (%) and net operating asset turn (times). The lower the operating profit margin, the higher the net operating asset turn must be to achieve an acceptable return.

We achieved an operating profit margin of 12.5% for 2025, a meaningful increase on the 12.0% achieved in 2024. A NTOA turn of approximately three and a half times is usual and requires management to achieve the right balance between the elements of working capital, ie inventory, receivables and supplier credit. In 2025 the NTOA turn was about 2.8 times, which is an improvement on 2024 but still reflects the fact that we have to maintain goods in transit levels higher than normal because some shipping lines have cut routes to South Africa and efficiency at our ports has been so inconsistent.

We have set an internal target of RONTA of no less than 30% for the group as a whole. In 2025 and 2024, RONTA was very respectable at 35% and 31%, respectively.

Impairment of goodwill

Assessing goodwill for potential impairment always requires a high degree of judgement in projecting the future cash flows of a business. We normally do this annually at financial year-end unless factors have arisen that warrant assessment during the year. The assessment at 30 November 2025 indicated that all the goodwill at our battery and energy businesses, totalling R104 million, had been impaired as these businesses have been performing poorly and the prospects of recovery to their former levels of profitability seem remote at this juncture. The impairment comprised R81 million at Eternity Technologies, our traction battery business, where we impaired R77 million in 2024 and have seen market conditions deteriorate since then, R15 million at Specialised Battery Systems and R8 million at Deltec Energy Solutions. The independent auditors highlighted the sensitivity of the inputs to the valuation, and thus potential impairment of the Eternity cash

generating unit's goodwill, as a key audit matter in their audit reports in 2022, 2023 and 2024.

Capital allocation including share repurchases and acquisitions

An important function at group level is the allocation of capital. Hudaco's overriding strategy is to use available resources to invest in growing existing businesses and acquiring new businesses that then become part of the group's core, generating profits and cash for many years into the future and taking advantage of synergies that make sense within our decentralised business model. This approach of building for the long term is different from the private equity model, in which the leverage and exit strategy are fundamental to success. Accordingly, first prize is to continue applying cash generated and moderate borrowings to acquire successful businesses at a multiple of around five to six times profit after tax, which is particularly value accretive when Hudaco shares are trading at multiples of around 10 times earnings, as they sometimes do. Nevertheless, on a regular basis and each time we consider an acquisition, we assess the other capital allocation options available to us, including repaying borrowings and buying back shares.

Suitable acquisitions had proved elusive for some time so buying back shares had been an attractive option, given the share price at the time. Between 2020 and 2023, the company utilised available cash resources to repurchase and cancel 3 257 551 shares in the open market at a total cost of R396 million and an average of R121.49 per share. This represented 11.5% of the shares outstanding at the commencement of the repurchase programme. No shares were repurchased in the 2024 or 2025 financial years. On the acquisition front, two businesses were acquired this year. In May 2025 Isotec was acquired with the price dependent on a three-year earnout arrangement. The estimated price is R311 million, with an initial payment of R250 million and a maximum consideration of R709 million. Since publishing our interim results, we have had an opportunity to conduct a more comprehensive assessment of the prospects of the business over the earn-out period, resulting in a reduction in our estimate of the ultimate purchase consideration from that published with the interim results. In June 2025 FloSolve was acquired with the price dependent on a three-year earn-out arrangement. The estimated price is R95 million, with an initial payment of R45 million and a maximum consideration of R125 million.

The two-year earn-out period for the Brigit Fire acquisition came to an end during 2025. Although the business has grown substantially since we acquired it, our estimate at 30 November 2024 of the ultimate purchase price proved a little optimistic and the final payment was lower than expected at 30 November 2024. Accordingly, there is a gain on the fair value adjustment of the vendor liability of R41 million in the statement of comprehensive income. This gain, net of the minority interest therein, is removed from comparable earnings.

Dividends

Hudaco's long-term dividend policy is to pay interim and final cash dividends to shareholders totalling about 50% of comparable earnings, resulting in dividends being covered by earnings approximately twice. This year, the dividends per share total 1 120 cents and are made up of an interim dividend of 350 cents and a final dividend of 770 cents. This amounts to R318 million and represents 50.8% of comparable earnings for the year. Dividends in 2024 totalled 1 025 cents per share, of which 700 cents was a final dividend, representing a total of 50.9% of comparable earnings.

Cash flow

Hudaco businesses are cash generative. General economic stagnation can inhibit the generation of cash from certain businesses but that is transient and not endemic to the business model. Other of our businesses usually compensate for this with very strong cash flows.

Net cash flow from operating activities of R1 119 million (2024: R1 334 million), including a release of R33 million (2024: R298 million) from working capital and paying R249 million in taxation, was very strong and, as always, demonstrates the cash-generative nature of Hudaco's businesses. R328 million was paid out as dividends, finance costs excluding on the lease liabilities for premises were R85 million (down from R115 million in 2024), R81 million was spent on property, plant, equipment and software and R163 million, including finance costs, was paid to landlords for the right to use premises. Share-based payment obligations of R58 million (2024: R125 million) were settled, R325 million was spent on acquisitions and long-term borrowings were repaid to the extent of R100 million. The net short-term cash position moved down R19 million, from positive bank balances of R161 million to R142 million.

The release of R33 million from working capital on top a release of R298 million in the previous year is despite the fact that our businesses carry additional inventory to mitigate the inefficiencies at South African ports, which have improved in pockets but not consistently so.

Borrowings

Hudaco's borrowings have arisen from the acquisition strategy to achieve growth in the face of a moribund economy but the gearing deliberately remains conservative. At 30 November 2025, net bank borrowings amounted to R508 million, down a R81 million from R589 million in 2024. This is after paying R325 million to vendors for acquisitions. The R500 million long-term general banking facility with Rand Merchant Bank is at an interest rate in the range 1.85% to 2.05% below Prime, depending on the tenor of the tranche concerned. The interest rate on the R500 million revolving credit facility with Absa is JIBAR plus 1.44% and on the R500 million revolving credit facility with Nedbank, it is JIBAR plus 1.55%. At year-end, JIBAR was 6.658%. On all three facilities, Hudaco has full flexibility to make repayments and to redraw funds, subject to basic credit assessments at certain levels, but the banks may not call up the funds for at least 367 days. At year-end, facilities of R933 million were committed by the banks but not utilised. The tenor of the renewable Absa facility is three years and the Nedbank facility is a five-year arrangement. The introduction of ZARONIA and the phasing out of JIBAR as a benchmark interest rate will necessitate concomitant modifications to the Absa and Nedbank agreements.

Hudaco has the capacity to take on more senior debt and our acquisition strategy may create the opportunity to do this in future, so we consider it prudent to have facilities available. Perhaps more important than managing gearing is an objective to ensure that interest on senior debt is covered at least five times by operating profit. We also aim to operate with EBITDA being at least 50% of net senior debt. Our covenants with the banks are less onerous, being four times interest cover and EBITDA 40% of net senior debt. During the year, the covenants on the RMB facility were amended to align with those of the other banks, whereas previously they had been slightly different.

IFRS 16: Leases

In terms of IFRS 16: Leases, there is a right-of-use asset for premises of R402 million and a lease liability of R473 million on the statement of financial position. The statement of comprehensive income contains a depreciation charge of R125 million and finance costs of R42 million. Rent actually paid to landlords amounted to R163 million.

Taxation

The group's effective rate of taxation this year is 28.4% but this is distorted by the impairment of goodwill and the fair value adjustment on vendor liabilities. Ignoring these items, the rate was 26.2%. Except for our BEE learnership programme and non-deductible expenditure in the listed company such as directors' fees and listing costs, there are no factors that would normally result in the rate varying much from the standard rate of 27%.

The gross contribution to government in South Africa, comprising direct and indirect taxation, amounted to R1 billion (2024: R990 million) for the year ended 30 November 2025. The composition of this figure is set out in the value-added statement on page 32.



Financial risk management

The significant financial risks in the group have been identified and are considered at each board, executive committee, operational risk committee and audit and risk management committee meeting. These are described on pages 19 to 23. The impact of each risk is quantified and its probability is assessed. Measures are put in place to manage the risk, after which the residual risk is assessed. A risk tolerance line helps to ensure that any risks potentially greater than an acceptable level are identified early and avoided or mitigated. The group's risk appetite and risk tolerance statements are considered by the operational risk management committee, executive committee and audit and risk committee. The ways in which the group manages foreign currency risk, interest rate risk, credit risk and liquidity risk are fully set out in note 24 to the financial statements.

Each business, or cluster of businesses with shared services, has its own financial team in place which operates substantially independently but to group-prescribed standards and policies. The size and strength of the team depend on the size and complexity of the business or cluster. Smaller businesses are provided with appropriate support from within a cluster.

Fraud

In keeping with many other players in the South African economy, we experience ever increasing fraudulent activity and we are victim to both internally and externally perpetrated frauds from time to time. Notwithstanding the strong procedures we have in place, slip-ups across the group are inevitable. These frauds have generally taken the form of identity theft, collusive internal activities and theft. There have also been many attempts to defraud other parties by perpetrators purporting to represent Hudaco. Whenever any of our businesses become aware of an attempt at fraud, the relevant information and defensive measures are shared across the group to heighten awareness. Fortunately, our procedures and staff awareness have assisted in containing the impact to a level that is not significant. Regrettably, we have not been able to rely on much assistance from the criminal justice system but we continue to apply our zero tolerance policy. Where appropriate, we engage professional investigators to help drive a matter through the system on our behalf, although even then it is an uphill battle to get the authorities to proceed as is required of them.

Group services

Services currently handled at head office, and provided free of charge to operating businesses, are tax, company secretarial, treasury (including foreign exchange and hedging), insurance, certain elements of the B-BBEE scorecard, benchmarking and negotiation of leases for premises, employee benefits, group risk (including internal audit and IT governance), QHSE management, human resources support and the use of behavioural assessment software to assist in recruitment and management of personnel. Buying foreign exchange through head office is easier and cheaper for a business than dealing directly with a bank. Businesses enjoy lower bank charges, rates of interest and insurance premiums as well as better risk benefits for employees by being part of the Hudaco group.

Insurance

The group's insurance programme is extensive and is managed on a group basis but with each business making its own declarations of assets and risks to be covered. Over the past few years, the requirements of underwriters have become increasingly onerous and expensive, while they continuously seem to reduce the risk they are prepared to accept. Important drivers of these trends include the degradation of municipal infrastructure in South Africa, such as the fact that public fire response services have effectively ceased to exist, resulting in many businesses now having to install their own sprinkler systems and water tanks; and the burden that major loss events around the world, such as large-scale fires and floods, have placed on underwriters. Hudaco finds itself in a position where it is essentially too big for the local insurance market but too small for the international market to be a viable alternative. Guided by our insurance brokers, we continue to negotiate all aspects of the insurance programme to achieve the best outcome we can, including a degree of self-cover through large aggregate excesses. It was pleasing that the renewal for the 2025/2026 insurance year proceeded more smoothly and with lower cost increases than has been the case for several years. We have seen a marked increase in the cost of motor vehicle claims over the past few years, with the deterioration in the state of our road network being a major contributory factor.

Impact of changes in foreign exchange rates

As Hudaco is predominantly an importer, prices charged are linked to the Rand exchange rate. While Hudaco's sales line is affected by exchange rate movements, the group's expense line is affected by the local rate of inflation. This imbalance represents a real risk that sales could fall in response to a strengthening Rand whilst expenses, driven by local inflation, continue to rise. The result would be a margin squeeze.

We estimate that a 10% strengthening of the Rand could, without management intervention, result in a R250 million fall in operating profit over a full financial year. Similarly, sustained weakness in the Rand creates the opportunity for higher operating margins but currency volatility can either negate or postpone any favourable impact on earnings.

We continue to see significant volatility of the Rand, with the US Dollar costing R18.04 at the beginning of the year and R17.16, 4.9% stronger at the end but with extremes of R17.02 and R19.69 during the year, a 16% swing. Over two years, the Rand strengthened 8.4%.

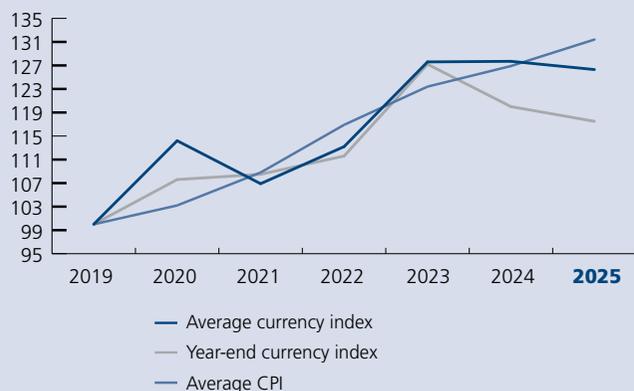
Over time, one would expect the Rand to weaken by the inflation differential between South Africa and its trading partners, allowing us to pass on imported inflation to our customers at roughly the same rate as the local inflation rate. As we are only too well aware, the Rand is volatile and does not follow the inflation rate differential in the short term. As an importer of our particular portfolio of products, we find ourselves exposed primarily to the Rand-Dollar and Rand-Euro exchange rates. Many of our suppliers manufacture from plants positioned all over the globe and are therefore able to hedge themselves against currency exposures by shifting production capacity over time between currency regions but this does not help with short-term fluctuations between currencies, least of all the Rand.

The volatility in the currency makes pricing a challenge and margins are usually kept under pressure, particularly in the weak economic environment to which we have become accustomed. The graph on the next page shows how the weighted exchange index for the basket of currencies that Hudaco purchases has moved relative to the consumer price index (CPI). Our basket of currencies, on average, cost 1.1% less in 2025 as in 2024 but there were fluctuations of about 16% between highs and lows during the year.

We enter into forward exchange contracts to meet future payment obligations in accordance with our hedging policies. Management of our foreign currency exposure is based on the principle of avoiding speculation and employing a hedging strategy designed to achieve high hedge effectiveness. All foreign currency liabilities are hedged directly by the time ownership of the asset passes to Hudaco. In addition, about 40% (2024:35%) of orders on suppliers are also hedged directly to guard against spikes in exchange rates. An important driver of the extent to which orders are hedged is the opportunity to change selling prices between the dates of placing the order on the supplier and delivery to the customer. In the context of Rand volatility instead of a gradually depreciating currency, there is a risk of being locked in at weak exchange rates at times when the Rand strengthens so we seek to manage exposure before a liability crystallises.

Response times to exchange rate fluctuations through pricing changes, both up and down, have traditionally been fairly quick (about three weeks to a month) but there is a built-in cushion in our five-month stockholding so prices on all products may not change at the same time.

Historical movement in foreign exchange rates for Hudaco’s basket of currencies



IT systems

In line with our decentralised business model, the management team at each business or cluster of businesses is free to select whichever IT platform it considers most appropriate for the business concerned. There is no centralised IT platform and standardisation is not imposed, except within shared services clusters, but businesses are encouraged to take a lead from those most satisfied with their reporting systems. Irrespective of the IT platform used, appropriate IT governance and risk management standards are not negotiable. Generally, little modification is required to off-the-shelf software.

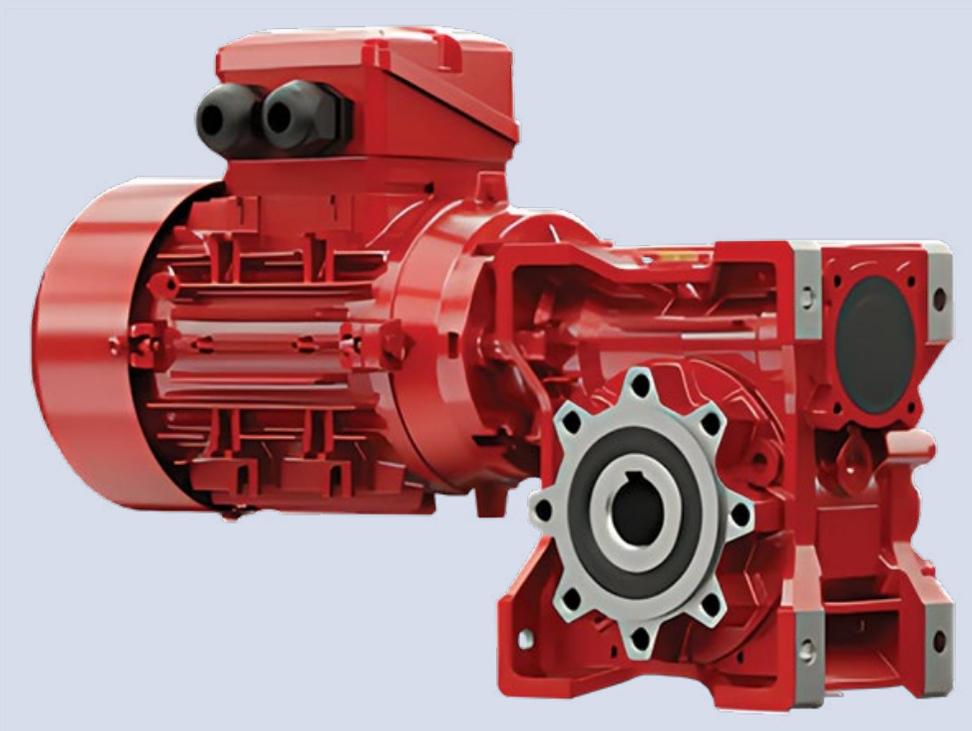
The IT governance committee provides input where appropriate and maintains an oversight role regarding control and best practice. Generally, the businesses that adopted a cluster shared services approach in recent years selected Syspro as their preferred IT platform. For more information on how IT is governed in the group, refer to the corporate governance report, specifically page 96.

B-BBEE trusts

The two B-BBEE trusts that own 15% of the group’s main operating subsidiary, Hudaco Trading Proprietary Limited, have all black South African employees of Hudaco Trading who have more than three years’ service as their beneficiaries. In February 2026, the trustees of those trusts resolved to distribute approximately R13.6 million (2025: R12 million) to qualifying black employees, with about 1 790 (2025: 1 723) employees each receiving R7 600 (2025: R7 000).

Secondary listing on A2X

Hudaco shares have a secondary listing on the A2X exchange. The objectives are to facilitate a reduction in transaction costs for those investors wishing to use the alternative trading platform and to increase the liquidity of Hudaco shares. Volumes traded on this platform remain insignificant. With approximately 99% of shares traded still going through the JSE.



Review of operations



We hold distribution rights, in many cases on an exclusive basis, for excellent product brands. These rights usually cover Africa south of the equator.

Our most important group objective is to optimise growth within our existing portfolio of businesses through expanding their product offering, increasing market share and improving their geographic spread. Growth is augmented by the acquisition of additional agencies, both within existing operations and through business acquisitions.

Our businesses fall into two categories:

Consumer-related products and engineering consumables.

Consumer-related products	34
Engineering consumables	40
Black economic empowerment	46
Geographic footprint	47

Consumer-related products

The main business of this segment is the distribution and supply of products to intermediaries (retailers or installers) for ultimate use by consumers or in applications driven by consumer spending. Activity in light construction (houses and commercial premises) also impacts demand, particularly for our power tools, security and data networking products.



This segment comprises the following main businesses and activities:

- Partquip distributes a select range of automotive components.
- A-Line Wheels distributes alloy and steel automotive wheels and accessories.
- Ironman 4X4 distributes 4X4 suspension, bullbars and accessories.
- Abes Technoseal distributes light and heavy-duty clutch kits, ignition leads, oil seals and wiper blades.
- Rutherford distributes Makita industrial power tools, Mercury marine engines, survey equipment and nuclear gauges.
- Boltworld supplies a comprehensive range of fasteners, including rivets, screws, bolts, nuts and washers.
- MiRO is a value-added distributor of IP convergence technologies, including wireless networking, IoT, VoIP and physical security solutions.
- The Elvey Security group, which comprises Elvey Security Technologies, Pentagon and Global Communications, distributes a comprehensive range of access control, video surveillance, intruder detection, fire and perimeter solutions, as well as two-way radio and communication systems.
- Eternity Technologies, Deltec Energy Solutions and Specialised Battery Systems distribute traction, automotive, stand-by and solar battery systems, providing solar power and storage solutions for the commercial, industrial and residential markets and provide comprehensive forklift battery management services to distribution centres and warehouses.
- Cadac SA distributes gas and outdoor leisure products under the iconic South African CADAC, Bornfree and Braaimax brands to major retailers.

Refer to page 39 for a geographic analysis of the source of supply of the consumer-related products range.

Consumer-related products *continued*

Performance

The consumer-related products segment comprises 12 businesses. In 2025, it made up 43% of Hudaco's sales and 41% of operating profit. In 2024, this segment contributed 46% of Hudaco's sales and 43% of the group's operating profit.

The sustained economic pressure experienced in this segment is clearly reflected in both the turnover and the operating profit. Consumer spending was suppressed yet again because of the general economic malaise and catastrophic unemployment levels. There has been some respite from sustained low inflation and lower interest rates as well as the implementation of the two-pot retirement system. Overall, this segment yielded marginally better results than in 2024, with strong growth coming from the automotive aftermarket, data networking and Cadac businesses. Demand for our high-end power tools decreased again and, while losses in two of our energy and battery businesses were well down, the traction battery business had a very poor year indeed on the back of, *inter alia*, a swing in the market to lithium-iron and our principal awarding joint distribution rights to a new competitor in the market. The security division had a stronger second half after losing ground in the first half.

The segment's turnover decreased by 2% to R3.8 billion and operating profit increased 0.6% to R477 million. Despite the lower turnover, the operating profit margin improved from 12.2% in 2024 to 12.5% in 2025. Hard-pressed consumers are still faced with having to decide between home renovations, upgrading security, conducting non-urgent maintenance on their vehicles and buying new wheels or boats without the funds for all requirements. The friction between the South African government and the USA is another factor eroding consumer confidence.

Automotive aftermarket:

Partquip, A-Line Wheels, Abes Technoseal and Ironman 4X4

During turbulent economic times, with limited consumer disposable income, the aftermarket parts market is usually resilient, since vehicle repair is more affordable than replacement. Notwithstanding that in 2025 cash-strapped consumers were again faced with having to prioritise spend across competing needs, all of our business in this sector delivered a stronger performance than the previous year. Logjams at the ports eased but we still have problems with containers being stopped unnecessarily, ostensibly for customs checks but in reality to generate demurrage revenue for storage yards. Volumes, revenue and margins were all up on 2024. A change in management at Ironman 4X4 has injected new energy into the business, as has the relocation of its retail and fitment centre to Midrand, and this is reflected in the results.

Partquip remains the biggest business in this segment and distributes a select range of automotive components, including suspension, wheel bearings and rubber mountings, to resellers in the automotive aftermarket, primarily motor spares retailers.

A-Line Wheels distributes alloy and steel wheels, under its own A-Line trademark, together with accessories, to both OEMs and wheel and tyre fitment centres. Its wheels meet strict safety criteria and it seeks to deliver the latest trends and most attractive designs to suit all automotive enthusiasts.

Ironman 4X4, with its primary supplier Ironman 4X4 International in Australia as a 50% shareholder, represents the Ironman 4X4 vehicle accessory brand as sole distributor for the southern Africa market.

Abes Technoseal distributes light and heavy-duty Valeo and PHC Valeo clutch kits, Bougicord ignition leads and Valeo cabin air filters. The sealing division offers hydraulic and

pneumatic seals to the industrial and construction equipment markets and rotary shaft seals for the automotive and general engineering sectors.

Principal brands: Automotive aftermarket

	Select range of quality guaranteed automotive components.	Own brand since 1984
	Select range of alloy and steel wheels.	Own brand since 1999
	4-wheel drive suspension, accessories and camping equipment.	Sole distributor since 2005
	Light and heavy-duty clutch kits from France.	Exclusive distributor since 2005
	Clutch kits from Korea.	Exclusive distributor since 1994
	Oil seals from Germany.	Preferred distributor since 1950
	Ignition cables from France.	Exclusive distributor since 2007

Power tools and fasteners:

Rutherford and Boltworld

Rutherford represents Makita Japan, a market leader in the production of industrial power tools and outdoor power equipment. Makita has been a market leader in professional and industrial cordless power tools and outdoor power equipment driven by to advanced battery technology and innovation. It has begun introducing a super-powered 40V range of tools for heavy-duty applications. Volumes and revenue were well down in 2025 due to the sustained lack of activity in the construction industry and the availability of cheaper products at a time when consumers were under pressure. This resulted in reduced operating profit, albeit alongside increased gross margins.

Consumer-related products *continued*

Boltworld is a leading distributor of industrial fasteners, offering a comprehensive range of bolts and related products. It leverages off the Rutherford branch network. After two years of headwinds from the decline in the construction sector and aggressive competitor pricing, this business managed to improve turnover in 2025 at reduced gross margins. Volumes were down, but operating profit was maintained through cost containment programmes.

Rutherford Marine, the southern African distributor for both the Mercury outboard and the Mercruiser inboard motor brands, also offers a wide range of marine accessories and boat-motor-trailer packages to dealers. The business

continued to feel the effects of pressure on discretionary spending and the market contraction occasioned by the deterioration in leisure waterways, although higher-powered outboard engines continued to sell well. Overall turnover was slightly down on 2024.

VI Instruments, Rutherford’s survey instrumentation division, promotes the South and Ruide survey instrumentation brands, which offer high-quality value to the market. In addition, VI markets the American Troxler brand of nuclear density gauges throughout Africa. VI Instruments achieved modest growth in 2025 on the back of a strong 2024 performance.

Principal brands: Power tools and fasteners

	Japanese designed industrial power tools.	Distributor since 1968 Sole distributor since 1985
	Outboard motors from USA.	Sole distributor since 1986
	Inboard motors and sterndrives from USA.	Sole distributor since 1986
	Construction testing equipment, including nuclear gauges used for compaction control of soil, concrete, asphalt and aggregate from USA.	Sole distributor since 1974
	Global positioning systems and survey instrumentation from China.	Sole distributor since 2015
	Global positioning systems and survey instrumentation from China.	Sole distributor since 2014
	Quality range of pre-packed fasteners.	Sole distributor since 2018

Security and communication equipment:

Elvey Security Technologies, Pentagon and Global Communications (Elvey group)

The Elvey group is the distribution business of physical security and security-related communications solutions within Hudaco. It goes to market through its national infrastructure of 19 branches and seeks to drive value through independent security installers, armed response companies, systems integrators and a network of two-way radio dealers.

The Elvey group experienced a slow start to the year, reflecting the continued impact of the constrained economic environment experienced in the prior financial year. As conditions stabilised, improved efficiencies and disciplined management of operating expenses enabled the business to recover momentum in the second half of the year and maintain operating profitability despite ongoing pricing pressures. The business remains well positioned to take advantage of growth anticipated for the 2026 financial year.

Elvey Security Technologies maintains a strong intrusion presence through its international brand portfolio, including DSC, Texecom and AJAX. The completion of the onboarding of Tiandy further strengthened the Group’s surveillance offering. Consumer demand for residential security equipment is expected to improve incrementally as interest rate reductions support disposable income. Retail and retail banking continue to consolidate and reduce their respective physical trading footprints which negates the need for new or expanded security systems; however, Elvey Security Technologies remains well positioned as a trusted technical advisory partner to the sector.

Pentagon Distribution benefited from the execution of electronic security projects in the financial services sector, while the awarding of larger projects in the mining and retail industries remains pending. Milestone, an industry-leading open platform Video Management Software solution, continued to attract technical engagement in the design and solution creation of complex, large scale integrated projects across the surveillance, access control, intrusion, and fire detection applications.

Global Communications distributes the Kenwood range of radios through a national network of approximately 150 dealers and offers the DAMM TETRA radio system, enabling full interoperability with TETRA portable and mobile radios and delivering enhanced flexibility, reliability and safety for mission-critical operations. Regrettably, Kenwood has advised it will appoint a second distributor in South Africa in 2026, consistent with its global distribution model. While this is expected to place initial pressure on volumes and margins, management notes that the strategy of splitting the market, adopted by principals in other of our businesses from time, have proved counter-productive for the principal, with sole agency then being restored a few years later, as was seen by Elvey with the DSC brand.

Consumer-related products *continued*

The Elvey group continues to invest in long-term strategic partnerships and its position as a trusted advisor for security and communications solutions across Southern Africa, supported by a strong focus on service excellence, training, and advanced technical support.

Principal brands: Security and communication equipment

	Intrusion detection systems from the United Kingdom.	Sole distributor since 2018
	Intrusion detection systems from Canada.	Distributor since 1990 Sole distributorship regained in 2023
	Wireless, app-based security and fire system from Ukraine.	Distributor since 2021
	Advanced sensing and detection solutions from Japan.	Distributor since 1987
 	AI-driven video analytics solutions from the Netherlands. Brand transition in progress.	Distributor since 2011
	AI-enabled IP video surveillance systems from China.	Distributor since 2025
	Open-platform video management and system integration software from Denmark.	Distributor since 2024
	Modular access control solutions from South Africa.	Distributor since 2011
	Biometric authentication and access control technologies from China.	Distributor since 2025
	Professional two-way radio equipment from Japan.	Sole distributor since 1987
	Mission-critical TETRA two-way radio systems from the United Kingdom.	Distributor since 2010

Data networking equipment:

MiRO

The business showed resilience in 2025 despite ongoing market headwinds. While fibre operators remained cautious on expansion and global technology deflation pressured unit prices, strong volume growth delivered moderate top-line growth. Cost optimisation and operational efficiencies drove an improved operating margin.

MiRO deepened its long-standing supply relationship with a high-growth national ISP, securing sustained fibre router volumes. Following a key supplier's entry into the market two years ago with an online-only

model, customers have increasingly favoured MiRO's local presence, support and supply chain reliability.

AI capabilities launched on the B2B e-commerce platform enabled 24/7 customer solution planning and enhanced internal sales efficiency, inventory management, and configuration accuracy. This contributed to a marked improvement in return on net tangible operating assets. MiRO's comprehensive portfolio across fixed wireless, fibre, Wi-Fi, home automation and IoT continues to serve southern Africa's connectivity demand. AI expansion will continue in 2026 to further boost efficiency and customer experience.

Principal brands: Data networking equipment

	Wireless data communication products from USA.	Distributor since 2008
	Wireless products and routers from Latvia.	Distributor since 2006
	Wireless broadband solutions from USA.	Master distributor since 2016
	Unified communications and networking solutions from USA.	Distributor since 2005
	Smart home solutions from China.	Distributor since 2021

Consumer-related products *continued*

Batteries and sustainable energy:

Deltec Energy Solutions, Specialised Battery Systems and Eternity Technologies

These businesses were highly problematic for the group again, with all of them losing money in 2025. Except for the automotive battery division within Deltec, little progress has been made in resolving the challenges they face.

Deltec Energy Solutions operates in the automotive, mining, solar power and storage, and lithium-based product markets. Following the appointment of a new managing director in 2025, Deltec’s main focus has been to rebuild its position in the automotive battery market, where it had lost ground while participating in the solar boom a few years ago. This initiative has been successful and will continue. Insofar as the solar market is concerned, the business shifted away from solutions required to deal with frequent loadshedding to rather providing solutions aimed at reducing energy costs for commercial, industrial and residential applications in the face of ever-increasing tariffs from Eskom. The oversupply of product in this market continues to suppress sales prices, but ultimately, a sustainable equilibrium must be reached. Gradual progress is being made in reducing Deltec’s surplus solar inventory, although finding a market for the small trolley inverters remains problematic in the absence of loadshedding.

Principal brands: Batteries and sustainable energy

	Sealed lead-acid batteries.	Own brand since 2000
	Batteries for golf carts and industrial machines.	Sole distributor since 2012
	Back-up power in UPS, telecoms security, etc.	Distributor since 2012

Specialised Battery Systems (SBS) supplies standby battery systems for support infrastructure in the UPS, telecommunications and security alarm markets. SBS continued to decline in 2025, with its main principal splitting the market by granting distribution rights to a competitor. Our response has been to add a better-priced competing brand of equal quality to our offering, and this will take time to gain traction in the market. There has also been a marked slowdown in large data centre construction, which affects the business’s biggest customer.

Eternity Technologies operates in the traction, forklift and battery bay markets, supplying large warehouses that operate 24/7. Eternity also has a formation plant, which assembles and forms locally the complete range of 2 Volt surface motive power cells. The BSLBATT Lithium-ion product range provides new and replacement batteries for all types of material handling equipment. Eternity regressed further in 2025, generating a sizable loss, as former staff members entered the market in competition, with the key supplier supporting them by splitting the agency between the two businesses. Furthermore, the market shift to lithium-ion gained momentum much more quickly than we had expected. Late in 2025, we changed both the managing director and the portfolio executive and are working on a new strategy for the way forward in this business.

Principal brands: Batteries and sustainable energy

	Back-up power in UPS.	Sole distributor since 2000
	Back-up power (UPS) and solar systems.	Sole distributor since 2000
	48V Lithium battery modules for solar systems (energy storage systems).	Sole distributor since 2018
	Custom solar systems using the SBS solar products.	Sole distributor since 2009
	Full international range of British standard cells, DIN standard cells and BCI standard cells.	Distributor since 2014
	Innovative and tailor-made systems for charging batteries in intralogistics.	Distributor since 2013
	Improving the life and performance of industrial batteries.	Sole distributor since 2008
	Full range of all SMP Lithium-ion battery modules to accommodate all different OEM model types.	Sole distributor since 2018
	Wireless inductive charging for AGVs and traction applications.	Sole distributor since 2021
	Solar and hybrid inverters and lithium storage.	Distributor since 2021
	PV modules (solar panels).	Distributor since 2021
	Lead acid UPS back-up power in UPS and lead carbon batteries.	Exclusive distributor since 2025

Consumer-related products *continued*

Gas and outdoor products:

CADAC

The CADAC brand has been warming the hearts and homes of South Africans for over 75 years and includes an extensive product range trusted by consumers and synonymous with quality, safety and value for money. The goal is to bring gas-related products to customers safely, conveniently and

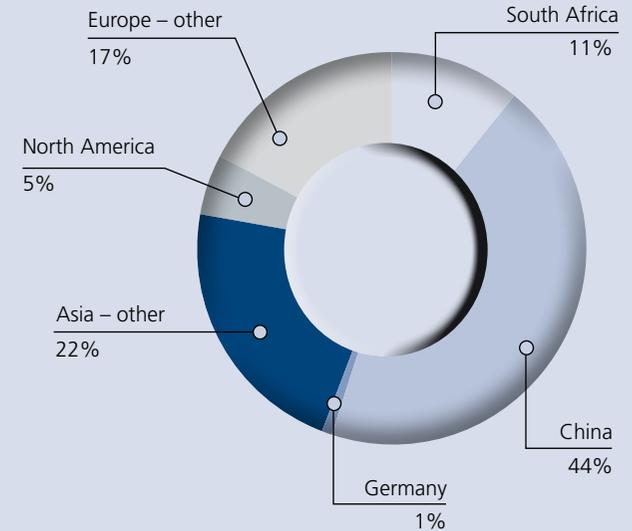
affordably. After a disappointing 2024, 2025 was a 'fix-it' year for CADAC and it delivered a much-improved performance under its new management team. The main KPIs were to bring the gross profit percentage, operating expenses and stock holding back to acceptable levels, as well as to revive our Braaimax and Born Free brands. We are looking forward to an even better 2026, as the changes made in 2025 reflect in the 2026 results for a full year.

Principal brand: Gas and outdoor products

	Gas-related products, parts and accessories.	Distributor since 2022
	Gas-related products and accessories.	Own distributor since 2023
	Gas-related outdoor cooking products and accessories.	Own distributor since 2025

Consumer-related products

Source of products

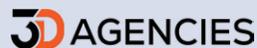


Engineering consumables

Most businesses in this segment distribute mature industrial products to mature economic segments (mainly mining and manufacturing).



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DEUTZ DIESELPOWER

This segment comprises the following main businesses and activities:

- Bearings, belting and power transmission: Bearings International, Belting Supply Services and Brewtech have approximately 50 branches across southern Africa. The main brands distributed are FAG, INA, Koyo and Rexnord bearings, Habasit belting and Rexnord chain and sprockets. These businesses also distribute seals, electric motors and a range of transmission products.
- Diesel engines and spares: Deutz Dieselpower represents Deutz AG, one of the world's leading independent manufacturers of air-cooled and liquid-cooled medium-sized compact diesel engines and distributor of Rolls-Royce Power Systems (Mercedes and Detroit) diesel engines. It is also represents HJS, a German manufacturer of high-quality sintered metal filters and other exhaust aftertreatment products.
- Filtration and fluid transfer: Filter and Hose Solutions (FHS) is a leading distributor of high-quality filtration products, including those from Donaldson, Filtrec and Mann + Hummel, and filtration solutions for a broad range of applications. FloSolve is an importer of specialised equipment for handling fuels, lubricants, greases and other fluids associated with the servicing and refuelling of plant and machinery, especially in the mining industry. It also provides on-site service to certain key customers.
- Fire detection, containment and suppression: Brigit Fire distributes products and solutions for the detection, containment and suppression of fire.
- Hydraulics and pneumatics operations comprise HERS, Dosco, Ernest Lowe and Gear Pump Manufacturing (GPM), which manufactures high-quality gear pumps for the local and international markets, with a sales presence in the USA and UK.
- Specialised steel: Ambro Steel, Sanderson Special Steels, Bosworth (pulleys), Joseph Grieveson (castings) and The Dished End Company (dished ends for pressure vessels).
- Electrical power transmission: This comprises Isotec (manufacture of thermal and electrical insulation materials), Powermite (mining and industrial cabling and connectors), Three-D Agencies (cable accessories) and Varispeed (electric motor control).
- Thermoplastic pipes, fittings and equipment: Astore Keymak imports thermoplastic pipes and fittings and manufactures drag-line hose, while Plasti-Weld imports plastic welding equipment, hot-air tools, specialised test and inspection equipment and thermo cutters and manufactures plastic welding rods.

Performance

The 21 businesses that constitute engineering consumables made up 57% of sales and 59% of operating profit. In 2024 this segment contributed 50% of sales and 50% of operating profit.

The segment’s turnover increased by 10.1% to R5 billion, and operating profit increased by 11.2% to R696 million. These figures, along with sales to mining and manufacturing, were boosted by acquisitions. The two most significant market sectors in this segment are mining and manufacturing. We had strong performances from our diesel engines and spares business, and electrical transmission businesses. The operating profit margin increased marginally from 13.9% to 14%.

As with the consumer-related products businesses, Hudaco’s engineering consumables businesses are geared towards general economic activity (GDP). Fixed investment (GDFI) spending is important to our businesses but mostly because it creates future economic activity. This characteristic makes earnings of this segment less cyclical compared with, for instance, sellers of capital equipment. However, during economic downturns, customers reduce activity and often mothball capital equipment, from which they can strip replacement parts. This obviously impacts our sales, but it generally does not last long and demand soon resumes.

The main brands stocked by Hudaco are of European or Japanese origin or design, but they are manufactured in many countries around the world, including China. We carry many brands from these countries alongside our more established brands and increasingly offer them to customers when we are confident that quality matches the application. We offer first-, second- and sometimes third-tier products in most of our businesses. Most businesses in this segment distribute mature industrial products to mature economic segments. These market sectors were in

decline for many years, partly due to natural boom and bust cyclicity of resources but also due to investment unfriendly regulations and political posturing. Strong stockholding to be able to take advantage of any increased activity, has contributed to the strong operating performance. While the expense structure of Hudaco’s businesses in this segment is considerably higher because of the extensive branch network and the large number of separate businesses, the rationalisation of elements of this cost structure in recent years has also assisted in enhancing performance.

The recruitment and retention of skilled and experienced technical professionals is increasingly difficult in most of the businesses in the engineering consumables segment.

Thermoplastic pipes, fittings and equipment:

Astore Keymak and Plasti-Weld

Astore Keymak, which celebrated its 40th anniversary in 2025, is a leading supplier and manufacturer of a comprehensive range of thermoplastic pipes, pipe fittings, hoses, valves, and pipeline accessories in various engineered plastic materials. Its key market segments include irrigation, industrial, mining and infrastructure. After several disappointing years, this business’ strong recovery, which started in 2022, continued through 2025. It has been a critical issue for a long time but government investment in and maintenance of water and sanitation infrastructure still remain woeful. The increasingly dire state of water infrastructure in the country continues to represent a major opportunity for Astore, as the authorities surely cannot wait much longer to upgrade it.

Plasti-Weld is a distributor of plastic welding equipment and manufacturer of plastic welding rods. It lost some ground this year after an exceptional first year in the group in 2024.

Principal brands: Thermoplastic pipes, fittings and equipment

	Thermoplastic pipes and fittings from Austria.	Sole distributor since 1995
	Mechanical seal compression fittings from Italy.	Sole distributor since 1997
	PVC pipes, fittings, and valves from Italy.	Sole distributor since 1997
	Plastic welding equipment and hot air tools from Switzerland.	Sole distributor since 1994

Bearings, belting and power transmission:

Bearings International, Belting Supply Services and Brewtech

Bearings International distributes bearings and seals, transmission products, chains, belts and electric motors through its extensive branch network to diverse end-user segments (including mining, steel, manufacturing, petrochemical, sugar, other agriculture, wholesale and retail). It is also a distributor and repairer of geared and electric motors, industrial helical, bevel and worm transmissions and drive solutions.

The business recorded a decline in 2025, following seven consecutive years of growth across all major segments. Performance in the first half of the year was particularly challenging, driven by the downturn in the mining and manufacturing segments. In the second half, partial recovery was achieved in these segments, as was growth in the sugar, agriculture and automotive segments.

Despite a challenging trading environment, Bearings International continued to expand its branch network, exercised strong cost management disciplines and successfully preserved gross margins in the face of ongoing pricing pressures from the market. While the year was challenging, several positive initiatives were implemented during 2025 to position the business for a much-improved performance in the year ahead. These initiatives include the continued expansion of its branch network, the broadening of its product portfolio and the enhancement of the organisation structure to improve sales execution and deliver growth in targeted market segments.

Engineering consumables *continued*

Belting Supply Services is a leading supplier of quality rubber and PVC belting-related products, industrial hose and cryogenic valves, instrumentation and sealing products predominantly into the food and beverage and industrial sectors. It is a distributor for Habasit and Forbo belting, NCR industrial hose, Bestobell valves as well as NDC, Sauter and Madelena instrumentation. As part of its value proposition, it offers a 24/7 on-site splicing service for large industrial customers. It had an excellent 2024 and fell only slight short of repeating that result in 2025.

Brewtech is a leading supplier of a range of stainless steel and plastic flat top chains, plastic modular and wire mesh belts, related conveyor components and specialised engineered plastic parts that are mainly produced in-house for applications within the food and beverage and related manufacturing and packaging sectors. It is a distributor of the Rexnord, System Plast, Marbett, MCC and Intralox ranges of chains and has in-house engineering capability to design and produce complete conveyor systems. It grew both turnover and operating profit this year.

Principal brands: Bearings, belting and power transmission

	Precision bearings from Germany.	Distributor since 2005
	Ball and roller bearings from Japan.	Sole distributor since 1962
	Bearings and transmission from USA.	Distributor since 2001
	Chain and sprockets from the Netherlands.	Distributor since 2010
	Split roller bearings from UK.	Distributor since 1937
	Electric motors and smart sensors from Europe and Asia.	Distributor since 2020
	Industrial hose from Thailand.	Sole distributor since 2002
	Transmission and conveyor belting from Switzerland.	Distributor since 1970
	On-line or at-line analysers from the USA.	Sole distributor since 1994

Principal brands: Bearings, belting and power transmission

	Building, HVAC and process control from Germany.	Sole distributor since 1980
	Plastic chain and modular belts from Italy.	Distributor since 2021
	Geared motors from Germany.	Sole distributor since 1989

Diesel engines and spares:

Deutz Dieselpower (DDP)

Deutz diesel engines are designed for high-end, heavy-duty variable speed and high-load industrial applications, and their primary market is the mining industry. Most Deutz engines sold into Africa south of the equator – broadly the geographical area for which DDP has responsibility – are fitted to underground equipment manufactured in other parts of the world and imported by original equipment manufacturers (OEMs).

Therefore, DDP's principal activity is providing support for Deutz, Mercedes and Detroit engines through service, spare parts, reconditioned engines, the sale of replacement engines to customers, and supplying new engines to the limited number of local OEMs in this region. The service business forms an integral part of DDP's activities, so a key strategy is to continue growing the engine population and thereby secure the aftermarket business. DDP achieves this by offering excellent support for Deutz, Mercedes and Detroit engines wherever they are located. It is becoming increasingly more difficult to find competent field service technicians in certain areas.

DDP performed exceptionally well yet again in 2025, mainly due to another strong performance in the mining segment and sales of the new Rolls-Royce products. Turnover and operating profits were up, albeit at a slightly reduced operating margin.

Principal brands: Diesel engines and spares

	Air and liquid-cooled engines from Germany 12 – 620kW.	Sole distributor since 1969
	Liquid-cooled off-highway diesel engines up to 480kW.	Distributor since 2025
	Exhaust after-treatment systems from Germany.	Distributor since 2018

Filtration and fluid transfer:

Filter and Hose Solutions (FHS)

FHS is one of the largest heavy-duty aftermarket filtration distributors in Africa. It is an authorised distributor of Donaldson, Filtrec, Mann + Hummel and other premier filtration brands. FHS delivers a complete range of fuel, lube, coolant, and air filters for diesel engines, as well as hydraulic and bulk filtration for the mining, agriculture, construction and manufacturing industries, together with value-added services, including but not limited to technical expertise, customisable service kits and strong logistics capabilities. In addition, FHS manufactures exhaust systems for heavy-duty and automotive applications, mainly in open-cast mining, on-highway truck and military markets.

FHS succeeded in growing its turnover in 2025 but margin pressure resulted in a reduced operating profit. The focus remains on the delineated route-to-market strategy that has yielded positive results in recent years. The management team is still optimistic about the potential of the business and continues to identify opportunities to diversify target market sectors.

FloSolve

FloSolve was acquired on 1 June 2025. It is an importer and stockist of specialised equipment for the handling of fuels, lubricants, greases and other fluids associated with the servicing and refuelling of plant and machinery, especially in the mining industry. It also provides on-site service to certain key customers. While comparisons with pre-acquisition periods are often not particularly meaningful, the business has shown growth since joining the group.

Principal brands: Filtration and fluid transfer

	Heavy duty filtration from USA.	Distributor since 1994
	High-performance hydraulic filtration from Italy.	Sole distributor since 2003
	German-based global technology leader in filtration.	Distributor since 2012
	Fluid dispensing and automatic greasing systems.	Authorised distributor since 1993
	High-performance filtration products.	Authorised distributor since 2012
	Fast fuelling systems for heavy mining equipment.	Sole distributor since 1992

Fire detection, containment and suppression:

Brigit Fire

Brigit Fire offers “One Source Total Fire Protection” that includes fire detection, fire containment protection and fire suppression systems. Brigit distributes several products that it has developed itself, along with leading international products, throughout Sub-Saharan Africa. The products offered are singularly focused on fire security and safety disciplines, specifically required for commercial and industrial applications. Brigit achieved growth in turnover but was not able to repeat the stellar profit levels of 2024. Expenses, primarily related to staff, were increased strategically, and inventory provisions were augmented in accordance with current trading conditions. The profit earn-out concluded this year and, despite the outstanding performance, Brigit did not meet the high estimate used to calculate the vendor liability. Consequently, the final purchase price was lower than initially anticipated, leading to a fair value gain recorded in the group’s statement of comprehensive income.

Principal brands: Fire detection, containment and suppression

	Various OEM brands for gas suppression systems.	Own brands since 2015
	Fire panel and smoke detector manufacturer in UK.	Sole distributor since 2010
	Valve and special risk manufacturer in Luxembourg.	Sole distributor since 2015
	Optic fibre heat and acoustic sensing from USA and Germany.	Sole distributor since 2023



Electrical power transmission:

Isotec, Powermite, Varispeed and Three-D Agencies

The businesses in this portfolio operate in a broader electrical cluster with a focus on working together to provide the market with a comprehensive electrical supply offering.

The electrical portfolio includes:

- Isotec – manufacturer of thermal and electrical insulation materials primarily used in the manufacture and repair of transformers and electrical motors for the manufacturing, mining, repair, railway, generation and switchgear segments. The main production activities involve the insulation of copper and aluminium conductors and the production of composite material according to customer specifications.
- Powermite – solution provider for flexible electrical cables and a comprehensive range of associated equipment and components.
- Varispeed – solution provider of industrial automation and electric motor control solutions.
- Three-D Agencies – a leading supplier of electric cable-related equipment and accessories.

Isotec was acquired on 1 May 2025 on the back of stellar growth in the two preceding years, with the purchase price to be determined on the profit after tax for the three years after acquisition. While the business is earnings accretive and an important addition to the engineering consumables segment, based on current trading, it is clear that the sustainable level of profitability is lower than initially expected. Significant effort is being devoted to raising the sophistication of the operating systems and the management structure to support a business of this size within the Hudaco group. The estimate of the ultimate purchase price has been revised accordingly, and we still see Isotec as a significant contributor to the group going forward.

Powermite has grown both turnover and operating profit this year. It remains inhibited by a lack of project business but is well placed to benefit from any increase in infrastructure development.

Varispeed improved its operating margin and was able to deliver increased profits on turnover that was flat.

Three-D Agencies had yet another good year all round.



Principal brands: Electrical power transmission

YASKAWA	Low and medium voltage variable speed drives, servos, motion controllers, PLCs and HMIs from Japan.	Distributor since 1992
SOLCON IGEL <small>POWERED</small>	Low and medium voltage soft starters from Israel.	Distributor since 1999
MAGNETEK	1 000V variable speed drives from America.	Distributor since 2021
MENNEKES®	Plugs and sockets from Germany.	Sole distributor since 1974
AMPCO	Own range of electrical plugs and sockets.	Since 1974
TFKable	Electrical cable from Poland.	Distributor since 1998
CONDUCTIX wampfler <small>DE LACROIX GROUP</small>	Electrical feeder systems from Europe.	Distributor since 1970
brevetti standato <small>DYNAMIC CABLE PROTECTION</small>	Energy chain solutions.	Sole distributor since 2023
UNI-T®	Uni-T instruments and meters from China.	Sole distributor since 2005

Hydraulics and pneumatics:

Ernest Lowe, HERS, Dosco and GPM

Gear Pump Manufacturing (GPM) manufactures in Cape Town and distributes high-quality bearing and bushing hydraulic gear pumps for both export and local markets. It also has a sales arm in the USA and in the UK an assembly and sales facility, which serves the European market. 70% of production is exported globally. This business had a very disappointing year as a result of operational inefficiencies and the issues around punitive tariffs imposed by the USA on imports from South Africa. There will be a renewed management focus on GPM, with a portfolio executive who is very familiar with the

Engineering consumables *continued*

business to devote a considerable portion of his time to reversing the decline. There is a steady replacement and modernisation agenda in place for some of the ageing machinery. The product quality remains well accepted with pricing and lead times remaining competitive. Demand across the world remains strong and the general view on future market trends remains positive. The biggest constraints in this business are production capacity and efficiency, rather than market opportunities.

Dosco is a leading re-manufacturer and repairer of hydraulic pumps and motors and supplies new units as a distributor of the GPM, Kawasaki and Staffa brands. It operates in the OEM and mining space. Unfortunately, it relinquished some of the gains it achieved in 2024.

Principal brands: Hydraulics and pneumatics

	European pneumatic equipment.	Distributor since 1959
	Kawasaki axial piston pumps and motors, as well as Kawasaki Staffa radial piston motors.	Distributor since 2000
	Hydraulic, grey iron, bearing and bushing gear pumps.	Manufacturer and distributor since 1985
	Axles (including sub-assembly components such as brakes, centre portions and planetary hub assemblies), transmissions and convertors.	Repairer since 2001 and official spares distributor and repairs agent in SADC since 2009 and holder of Kessler Trained Service and Repair Centre status since 2020, the only such centre in Africa.
	Axles, transmissions and torque converters, including assembly of components.	Repairer since 2001 and spares distributor since 2019

Ernest Lowe is an authorised distributor of a wide range of globally branded hydraulic and pneumatic products. Its scope of supply far surpasses the industry norm, with in-house capabilities to assist with the design and manufacture of both hydraulic and pneumatic systems and cylinders to customer specification. Turnover and operating margins came under pressure and have yet to benefit from the increase in commodity prices and mining production.

HERS is a specialist in underground mining machine drivetrain repairs, focusing on axles, transmissions and torque converters, and also supplies and services various hydraulic products, including hydraulic cylinders and rotary actuators. HERS achieved another improved result, with turnover and operating margins both up.

Specialised steel:

Ambro Steel group, Bosworth, Joseph Grieveson and The Dished End Company

The Ambro Steel group comprises Ambro Steel, Sanderson Special Steels and Donsteel & Forgings. It is a market leader in supplying special steels and a heat treatment service to the engineering sector. The group thrives on providing an efficient and service-friendly customer experience. Extensive metallurgical knowledge and expertise in-house compliment the service offering, as does the wide range of engineering and tool steels and the heat treatment capacity. Although the entire steel industry remains under pressure, the group succeeded in growing turnover in 2025 but had to sacrifice margins, resulting in only slightly higher operating profit. The business continues to deliver credible results.

Bosworth is a leading supplier and manufacturer of conveyor pulleys, idlers, wear lining solutions and other fabricated components and operates predominantly in the mining and other bulk material handling industries. Its profitability is volatile because a key driver is the level of project business it can secure. In 2024 Bosworth had probably its worst year ever and made a substantial loss, because almost no project business for the manufacture of pulleys was awarded, which was indicative of the lack of investment in the mining industry. The business closed its underperforming idler and fabrication divisions in 2025, resulting in significant cost savings and turnover increased significantly under a new managing director. The loss in 2025 was significantly reduced from 2024 and prospects of a return to profitability in the year ahead are encouraging.



Engineering consumables *continued*

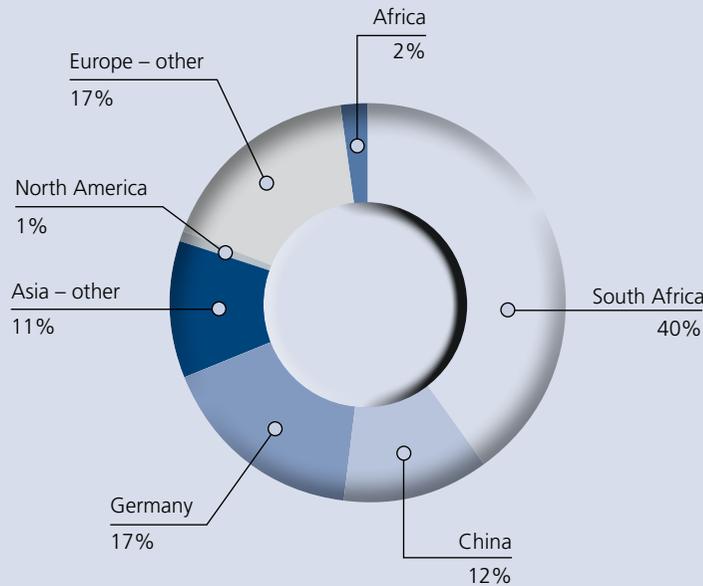
Joseph Grieveson is predominantly a jobbing foundry that manufactures ferrous and non-ferrous castings. Turnover increased by securing larger project work, but this was at much lower gross margins and has affected the manufacturing efficiency of the business, resulting in a drop in operating profit. The strategy is being addressed.

The Dished End Company specialises in manufacturing various types of dished ends, from 400 mm to 5.5 m in diameter and thicknesses ranging from 4 mm to 50 mm. It also offers the pressing and flanging of small conical sections and a range of single-pressed weld caps. The business had another very good year, with increases in both turnover and operating profit.

Principal brand: Specialised steel

 <p>JOSEPH GRIEVESON ESTD 1815</p>	<p>Ferrous and non-ferrous castings.</p>	<p>Manufacturer and distributor since 1915</p>
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Engineering consumables
Source of products



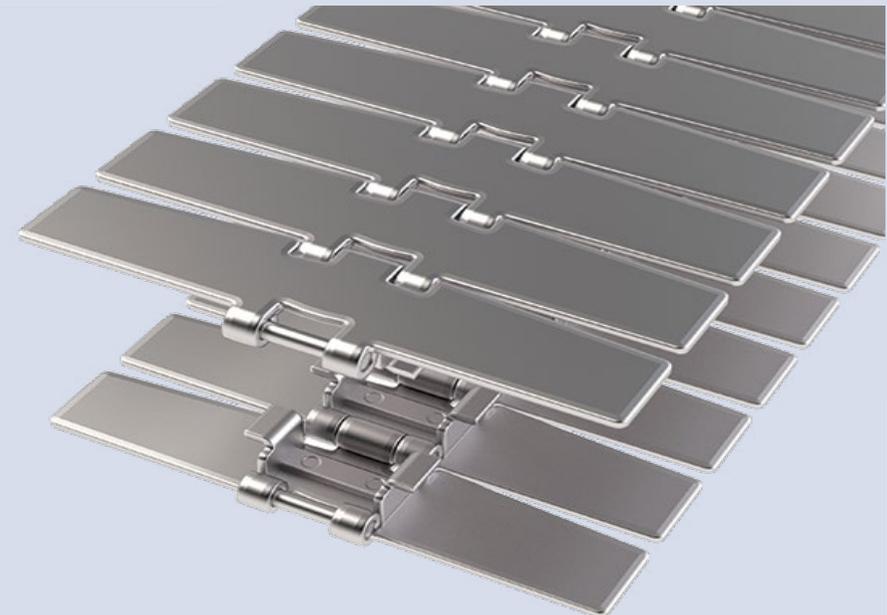
Black economic empowerment

The group is audited by an independent verification body. Hudaco Trading is rated as a level 3 B-BBEE contributor, which is advantageous and applies to all the Hudaco Trading businesses, meaning that customers are able to claim 110% of their spend with us for purposes of their own scorecards. The next rating will be conducted in the second quarter of 2026.

While it is difficult to quantify, we are of the opinion that our B-BBEE standing has resulted in the following benefits:

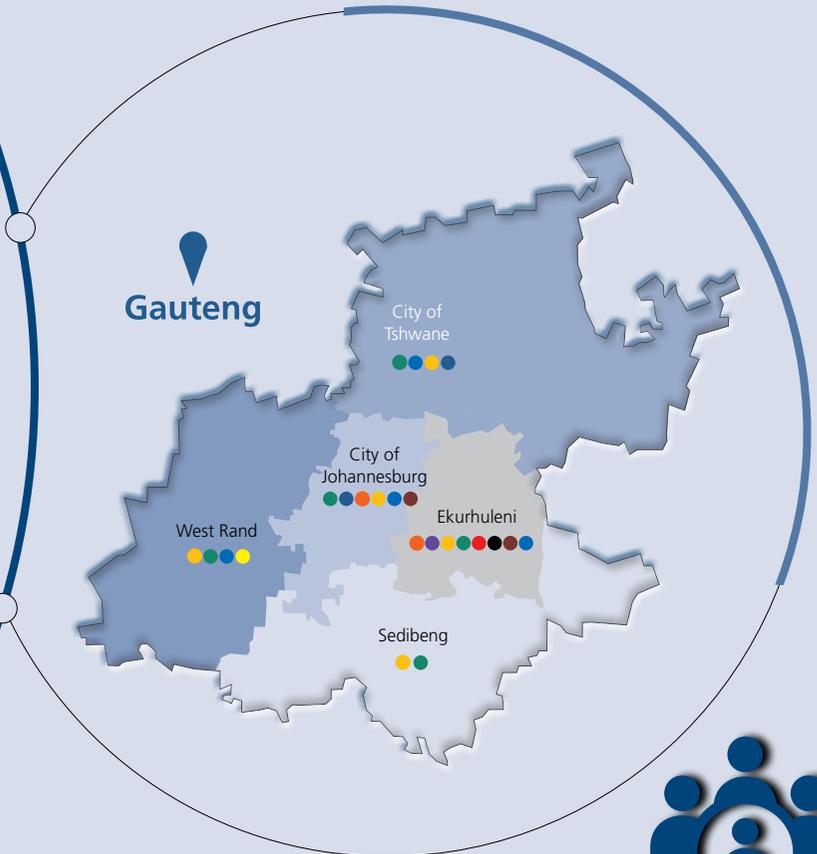
- business won;
- customers retained; and
- attracting potential acquisitions – several of the acquisitions we have made were previously 100% owned by white shareholders. Our BEE status has become critical to our acquisitive success.

Two BEE trusts, which have identical trust deeds and beneficiaries, together own directly 15% of the shares in Hudaco Trading. The beneficiaries of these trusts are all black employees of Hudaco with at least three years’ service. These trusts provide Hudaco’s black employees with an economic interest in Hudaco and also enhance Hudaco’s ownership component for the B-BBEE Codes. In February 2026, the trusts will distribute R13.6 million to approximately 1 790 black employees of Hudaco, with each beneficiary receiving R7 600.



Geographic footprint

Location of businesses



KEY

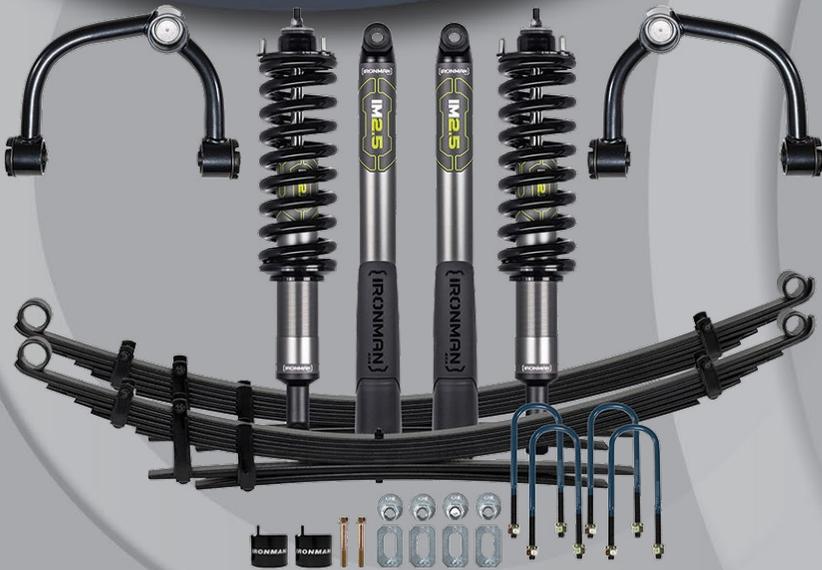
- AUTOMOTIVE AFTERMARKET PRODUCTS
- DIESEL ENGINES AND SPARES
- BATTERIES AND SUSTAINABLE ENERGY
- HEAD OFFICE
- BEARINGS AND BELTING
- POWER TOOLS AND FASTENERS
- SECURITY AND COMMUNICATIONS
- OTHER ENGINEERING CONSUMABLES
- GAS AND OUTDOOR PRODUCTS

Number of permanent employees

	2025	2024
Gauteng	2 446	2 406
Western Cape	493	465
KwaZulu-Natal	422	403
Mpumalanga	100	79
North West	73	78
Free State	55	36
Eastern Cape	50	60
Limpopo	42	40
Northern Cape	11	
UK	7	7
Zambia	5	5
USA	3	3
	3 707	3 582



Environmental, social and governance report



The ESG report intends to offer thorough disclosure to our stakeholders on all sustainability aspects associated with Hudaco's operations, our strategies and methods of addressing these, as well as our performance in accordance with the guidelines prescribed by the Global Reporting Initiative (GRI) Standards, United Nations Sustainable Development Goals (SDGs) and the JSE Sustainability and Climate Change Disclosure Guidance.

Commitment to sustainability

As a business that is growing and expanding its operations for over a century, Hudaco appreciates that operating sustainably has to be an integral part of its strategic framework and integrated in how we conduct everyday business. Hudaco's commitment as a responsible corporate citizen, includes adopting responsible business practices and focusing on those areas where the management team believes we can make a meaningful and sustainable contribution for a better world in the future.

We believe that a sustainable business integrates a range of considerations, affecting the environment, people, and the needs of stakeholders, enabling it to create value in the long term and as a responsible corporate we will deliver products and services in a sustainable manner.

Our approach to sustainability is pragmatic and recognises that the work of integrating and embedding environment, social and governance aspects is never-ending. We are, therefore, committed to learning and continuously adapting our approach on this journey.

Environment

At Hudaco, we are fully aware that climate change is one of the most defining challenges of our times and we remain committed to being a responsible corporate citizen that plays an active role in the global response to climate change impact reduction, so we continue to review and shape our operations to support a low-carbon economy.

Hudaco is committed to contributing to an environment that is not harmful to health or wellbeing and that it is protected for use by current and future generations. We are committed to conduct business in a manner that complies with all relevant environmental legislation and applicable regulations and in particular the Constitution of South Africa, which states that every person has the right to an environment that is not harmful to their health or wellbeing.

Hudaco's environmental strategy aims at both proactively addressing environmental risk from its operations and contributing positively to environmental transformation and the global race to decarbonisation by:

- reducing scope 1 and 2 carbon emissions through the evaluation and application of more efficient technologies in our operations;
- preventing pollution and limiting harmful emissions;

Hudaco

SUSTAINABLE
DEVELOPMENT
GOALS

Hudaco supports sustainable development goals



- reducing energy usage in its operations and moving to renewable energy sources where possible;
- reducing water consumption; and
- reducing waste to landfill and increasing recycling.

Social

Employee safety and health

The safety of our people comes first in everything we do, and, we strive towards zero safety incidents in our operations. We have intensified our focus on safety in the workplace with accountability at all levels in the organisation and the ongoing implementation and application of Hudaco's QHSE (Quality, Occupational Health, Safety and Environmental) framework that drives standardisation of policies, processes and procedures as well as continuous improvement through the deployment of best practices and sharing lessons learnt across the businesses in the group.

Hudaco's safety and health strategy is underpinned by its commitment to creating an inclusive and diverse work environment, with active engagement of our employees through continuous training and communication, proactive identification, and elimination of risks in the workplace and establishing a culture around safety and health at all levels. This inclusive approach not only makes our work environment safer but also creates a competitive advantage for our businesses and measures and monitors performance as a basis for improvement as follows:

- **Leading indicator** – Visual leadership engagement that measures the compliance of senior management conducting operational assessments to predefined minimum guidelines and requirements.
- **Lagging indicators** – The following key performance indicators (KPIs) have been adopted: LTIFR – Lost time injury frequency rate, LTISR – Lost time injury seriousness rate and AIFR – All Incident Frequency Rate. Refer to metrics on page 55.

Other social initiatives, including skills development and transformation

Other social initiatives, including for people outside the group and other elements of transformation, are very important aspects of Hudaco's commitment to sustainability. These include:

- the development of skills of employees and their immediate family members;
- the development of skills of unemployed young South Africans to enhance their employability;
- enterprise development;
- supplier development;
- socio-economic development initiatives;
- talent management;
- succession planning;
- corporate ethics;
- employee rights and collective bargaining;
- fair and responsible remuneration;
- risk benefits; and
- post-retirement benefits.

Information on these aspects is detailed in the human capital report commencing on page 56.

Governance

For extensive information on the overall governance of the company by its board and relevant committees, refer to the corporate governance report commencing on page 87. The paragraphs below are devoted to governance in the context of QHSE.

We are committed to regularly reviewing our QHSE policies, management system, and performance in all our operations to ensure continued sustainable business practices and a safe working environment for our employees.

The major elements of our QHSE management approach can be outlined as follows:

- Our integrated management system (IMS) covers the group's operations (manufacturing sites, distribution centres and commercial sites) particularly for ISO 9001, ISO 45001 and ISO 14001 compliance.

- Hudaco has developed its own QHSE framework to drive standardisation of policies, standards and guidelines and adopting best practices across the group to strengthen our health, safety and environmental risk assessments, management and assurance processes and learning from incident investigation and sharing these learnings to prevent incidents.
- Annual risk assessments are conducted by all business units to identify health, safety and environmental risks and potential impact on the business. These are used as key inputs to drive management of control measures and improvement plans, with progress tracked by cluster and group QHSE teams.
- Regular legal liability assessments are conducted by external legal experts in the field to identify potential gaps in legal requirements and compliance registers.
- The Hudaco group risk and internal audit department conducts independent QHSE audits as outlined in the group internal audit and risk framework in all business units to determine compliance to requirements of the international standards (ISO 9001:2015; ISO 14001:2015 and ISO 45001:2018), relevant laws, regulations, and the group QHSE framework which provides third line assurance. Progress of corrective actions on identified gaps are tracked by both the internal and risk management department and the group QHSE and continual improvement manager, with results reported to the social and ethics and audit and risk management committees of the Hudaco board.
- All businesses complete quarterly attestations on key compliance criteria and minimum requirements.
- A baseline Greenhouse Gas (GHG) emissions assessment was conducted by a third-party climate change advisory firm to determine requirements for reporting GHG emissions to the Department of Environment, Forestry and Fisheries that takes specific technology capacity thresholds for activities listed in the GHG Reporting Regulations and the Technical Guidelines into account for GHG Reporting. Activities relevant to Hudaco's operations include the assessment of electricity generators, furnaces, boilers, and heat treatment processes.

Material aspects

Our business model is based on the life cycle assessment approach which includes our entire value chain and gives us valuable input to our environmental impact, including the impact of utilisation of our products by end-users.

- Material aspects were selected based on the potential negative and positive impacts on the economy, the environment, and people, including impacts on their human rights across all Hudaco's activities and business relationships.
- Material aspects and related metrics are prioritised and aligned to support the United Nations Sustainable Development Goals that provides a shared blueprint for peace and prosperity for people and the planet. The following material aspects were selected: reduction of GHG emissions, sustainable water usage and reduction, waste management, responsible packaging, health and safety, employee wellness, product safety and quality and customer satisfaction and skills development.
- Sustainable development goals under each of the ESG pillars are based on the opportunities for the group to positively contribute to the related global challenges and aligned with the group strategy and key performance indicators.
- The views of the board, executive committee and social and ethics committee have informed the selection and setting of goals as well as the periodic review on progress against goals on selected material aspects.
- Material aspects are absolute in measure and relates to all operations within the Hudaco group.

Management of material topics

Hudaco considers the following in relation to its activities and impact of material aspects:

- It's business relationships with all stakeholders including business partners, entities in its value chain which include suppliers, service providers and contractors directly linked to its operations, products, or services.
- Hudaco's purpose, value or mission statements, business model, strategies and related impact on stakeholders and the environment.
- The types of activities our business units carry out and the geographic locations as well as the types of products and services we offer and the market sectors we serve and their characteristics.
- The number of employees, including whether they are permanent or temporary, and their demographic characteristics (eg age, gender, geographic location).

Environmental, social and governance report *continued*

The actions taken to manage material topics and related impacts:

- **Reduction of GHG (greenhouse gas) emissions** – a baseline assessments was conducted in 2021 for all business entities and the group as a whole, with annual objective set to reduce Scope 1 and 2 carbon emissions and increase renewable energy as a % of total energy consumption. Performance metrics (refer to page 52) are reported and tracked quarterly against objectives per business and the group. All businesses are actively exploring opportunities to reduce electricity usage and adopt solar energy where possible.
- **Sustainable water usage and reduction** – a baseline assessments was conducted in 2021 across all business entities and the group as a whole, with objectives set annually to reduce water consumption by the end of 2025. Performance metrics (refer to page 53) are reported quarterly but tracked monthly by all businesses to ensure quicker responses to water leaks and

consumption peaks. All business entities are actively exploring solutions to reduce water consumption.

- **Waste management** – a baseline assessments was conducted in 2021 across all business entities and the group as a whole, with objectives set annually to reduce waste to landfill and increase recycling as a percentage of total waste generated by end 2025.
- **Responsible packaging** – due to the extent of products distributed by the various business entities a baseline assessment is still in progress to establish the % of products containing plastic as part of the packaging. Once the baseline has been established objectives will be defined.
- **Health and safety** – metrics measured and reported by all businesses monthly with annual objectives set per business to improve KPIs. Various initiatives undertaken by the QHSE community across all businesses to proactively reduce incidents

through awareness campaigns, incident investigation and root cause analysis to avoid reoccurrences, quarterly performance reviews and best practice sharing, visual leadership and 6S deployment and inspections conducted by business and group QHSE leadership. Further information is set out on the next pages.

- **Employee wellness** – comprehensive information on this aspect is set out in the human capital report on page 60.
- **Product safety and quality and customer satisfaction** – objective to align reporting and control registers to track product testing and compliance against certification standards where applicable (ie SANS, IEC, SABS). Customer satisfaction is measured and tracked in every business through quarterly and annual surveys.
- **Skills development** – comprehensive information on this aspect is set out in the human capital report on page 61.

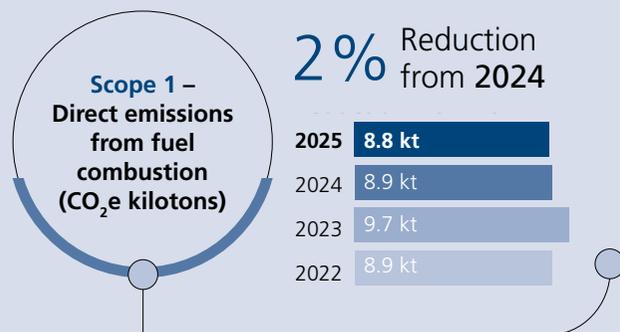
Progress report on material ESG aspects

During the reporting period there were no material environmental incidents or non-compliances raised against the Company.

Material aspect	UN Sustainable Development Goals	Hudaco Governance	Responsibility	Objectives	Status	2025 Initiatives
Environmental						
GHG emissions	 Affordable and clean energy	QHSE policy Hudaco QHSE framework	Social and ethics committee EXCO	Reduce scope 1 and 2 carbon emissions 3% by 2025 from 2021 baseline.	Emission 1: -2% vs 2024 +2% vs 2021 baseline.	GHG reporting and monitoring per business. Ongoing awareness training.
	 Responsible consumption	Environmental reporting	Risk committee	Increase renewable energy to 5% of total electricity consumption by 2025.	Emission 2: -2% vs 2024 -2% vs 2021 baseline.	Lighting assessments done and targeting replacement of conventional with LED lights.
	 Climate action				Renewable energy = 8% of total electricity consumption.	Installed solar on group owned buildings and engaging with landlords to explore solar installations as part of lease renewal negotiations. Audit quality of sustainability data per month. Monthly performance reports published.
Sustainable water usage and reduction	 Clean water and sanitation	QHSE policy Hudaco QHSE framework	Social and ethics committee EXCO	Reduce water consumption 3% by 2025 from 2021 baseline.	+2% vs 2024 +9% vs 2021 baseline.	Water consumption reported and monitored monthly. Water effluent treatment being considered where applicable.
	 Responsible consumption and production	Environmental reporting	Risk committee			Rainwater harvesting.
	 Climate action					

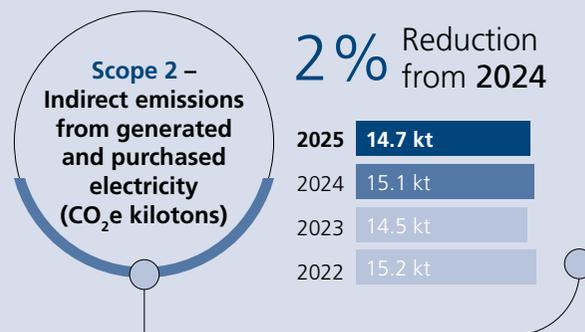
Material aspect	UN Sustainable Development Goals	Hudaco Governance	Responsibility	Objectives	Status	2025 Initiatives
Environmental <i>continued</i>						
Waste management	 Responsible consumption and production	QHSE policy Hudaco QHSE framework	Social and ethics committee EXCO	Reduce waste to landfill by 2% and increase recycling 3% as a percentage of total waste generated by 2025 from 2021 baseline.	Waste to landfill -1% vs 2024 +30% vs 2021 baseline. Recycling = 91% of total 2024 waste generated. -4% pts vs 2021 baseline.	Waste generated and recycling reported and monitored monthly. Introduced approved waste management service providers in newly acquired businesses. Ongoing assessment of waste streams in accordance with cradle-to-grave principles.
	 Life on land	Environmental reporting	Risk committee			
Responsible packaging	 Responsible consumption and production	QHSE policy Hudaco QHSE framework	Business leadership Group QHSE manager	Re-use packaging: Increase 1%.	Assessments show more than 1% is re-used.	Ongoing evaluation of opportunities to reduce plastic in packaging with major suppliers.
	 Climate action	Environmental reporting				

GHG emissions

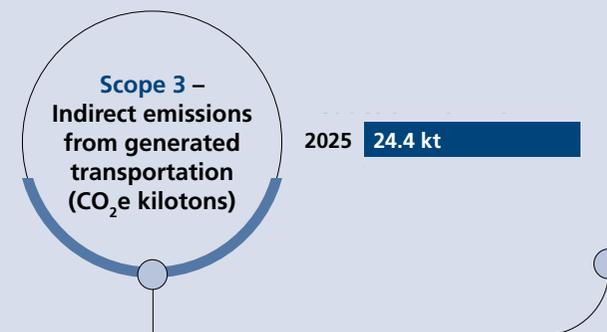


During the reporting period (Dec 2024 to Nov 2025) our operations generated 23.4 kilotons of CO₂ equivalent emissions (ktCO₂e) under scope 1 and 2 that is a reduction of 2% when compared to the 2024 reporting period.

Scope 1 – emissions (direct from fuel combustion) generated 8.8 kilotons of CO₂ equivalent emissions (ktCO₂e) that is a reduction of 2% when compared with 2024 as result of a further decline in loadshedding and the related usage of diesel in backup generators.



Scope 2 – emissions (indirect from generation and purchase of electricity) generated 14.7 kilotons of CO₂ equivalent emissions (ktCO₂e) that is a reduction of 2% when compared to 2024. Purchased electricity decreased by 2% to 15 459 MWh of electricity used compared to 2024. Various electricity reduction initiatives are still ongoing. These include converting conventional lighting in offices, warehouses and industrial operations to LEDs, energy management awareness programs, installing variable speed drives to reduce start-up



loads in our industrial operations and converting to solar power where feasible in company-owned and leased facilities.

Scope 3 – emissions (indirect emissions from transportation) generated 24.4 kilotons of CO₂ equivalent emissions (ktCO₂e). This is a new measure implemented during 2025 as required by the JSE sustainability and climate change disclosure guidelines and therefore no prior year statistics are available.

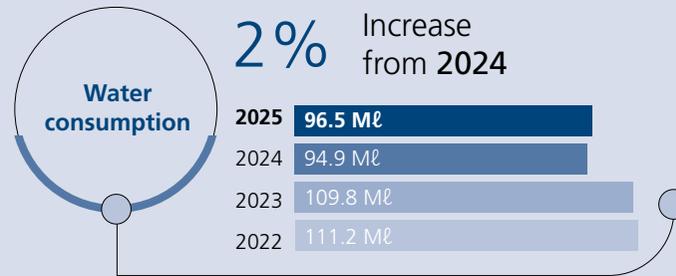
Renewable energy installation

A total of 1 371 MWh of renewable energy was generated during the reporting period from rooftop solar installations, compared to 1 202 MWh in 2024, which equates to an increase of 14% and represents 8% of total energy consumption for the group. This contributed to a reduction of 1 371 tons of CO₂e, which is equivalent to that offset by 62 318 trees. The following Gauteng based businesses already had installed rooftop solar installations in prior reporting periods: Bosworth and Deltec Energy, both located in Alberton, Bearings International located in Boksburg, Partquip located in Selby, Rutherford and Belting Supply Services, both located in City Deep, Brigit Fire located in Roodepoort and the combined premises of Powermite, Varispeed and Three-D Agencies located in Linbro Park. During this reporting period FHS located in Boksburg, Astore Keymak's manufacturing facility located in Randfontein and Abes Technoseal located in Boksburg were added. We will continue to engage with our landlords to explore the installation of rooftop solar where possible.

Elvey Security received a three-star rating from the Green Building Council of South Africa for its commendable adherence to good practices.

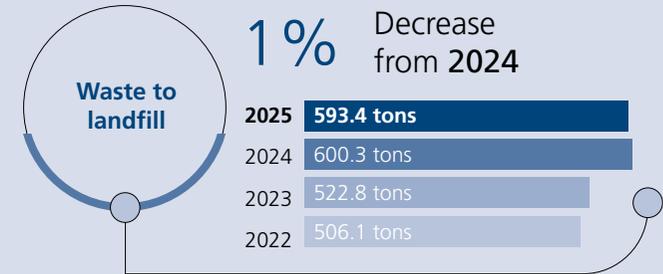
Sustainable water usage and reduction

Water consumption across the group increased by 2% to 97 million litres for the reporting period when compared to 2024, due to the installation and refurbishment of fire sprinkler systems and related pumps and water storage tanks at Abes, FHS and Belting Supply Services. Various water conservation and savings campaigns were initiated across the group during 2025 that contributed to a reduction across numerous operations. Water consumption is reported on a monthly basis by all businesses and helps with early identification of leaks in infrastructure and billing discrepancies. Various initiatives are ongoing to explore the harvesting of rainwater for irrigation and cooling where possible.



Waste management

Total waste generated by the group decreased by 9% to 6 260 tons in 2025. Waste to landfill decreased by 1% to 593 tons for the reporting period. Hazardous waste for the reporting period reduced by 4% to 107 tons versus 2024 and is 2% of total waste generated by the group. Recycling represents 91% and waste to landfill represents 9% of total waste generated by the group.



Material aspect	UN Sustainable Development Goals	Hudaco Governance	Responsibility	Objectives	Status	2025 Initiatives
Social						
Health and safety	Good health and wellbeing	QHSE policy Hudaco QHSE framework	Social and ethics committee EXCO	Reduce LTIFR and AIFR by 5% per annum from 2021 baseline.	LTIFR = 5.0 -5% vs 5.6 in 2024	Drive proactive awareness campaigns Best practice and lessons learnt sharing.
	Quality education	Group safety reporting	Risk committee	Introduce LTISR measure and reduce annually from 2022 baseline.	AIFR = 1.5 -19% vs 2021 baseline.	Performance management and objectives per business against set objectives.
	Sustainable cities and communities			Standardise risk management processes.	LTISR = 11.6 -52% vs 2021 baseline. +108% vs 5.6 in 2024 +37% vs 2022 baseline	Root cause analysis and focused improvement campaigns. Visual leadership principles deployed. 6S implementation (priority in manufacturing sites). Standardised risk assessment and management processes with ongoing training.

Material aspect	UN Sustainable Development Goals	Hudaco Governance	Responsibility	Objectives	Status	2025 Initiatives
Social <i>continued</i>						
Employee wellness	 Good health and wellbeing	QHSE policy Hudaco QHSE framework	Social and ethics committee EXCO	Occupational health and hygiene monitoring and improvement from 2021 baseline.	86% vs 87% in 2024 and 32% improvement vs 2021 baseline.	Surveys conducted by accredited third-party service providers. Intensified focus on employee wellness since Covid pandemic.
	 Quality education	Safety reporting	Risk committee			
	 Sustainable cities and communities					
Product safety and quality Customer satisfaction	 Good health and wellbeing  Responsible consumption and production	QHSE policy Hudaco QHSE framework Non-conformance reporting (NCR) management	Social and ethics committee EXCO Risk committee	Aligned non-conformance reporting (NCR) and control registers. Customer satisfaction tracking against targets in all business units. Relevant product certifications in place (ie SANS, IEC, SABS).	100% implemented.	Reporting standardisation as part of the integrated management system (IMS). Training and deployment of non-conformance reporting and tracking. NCR standardised and tracked monthly at each business and at group level. Various Six Sigma projects launched to improve customer satisfaction.

Health and safety

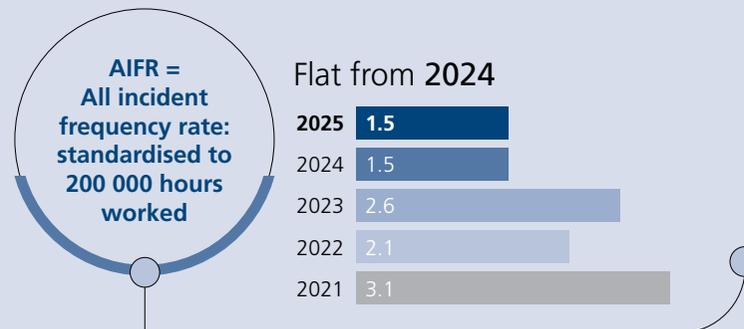
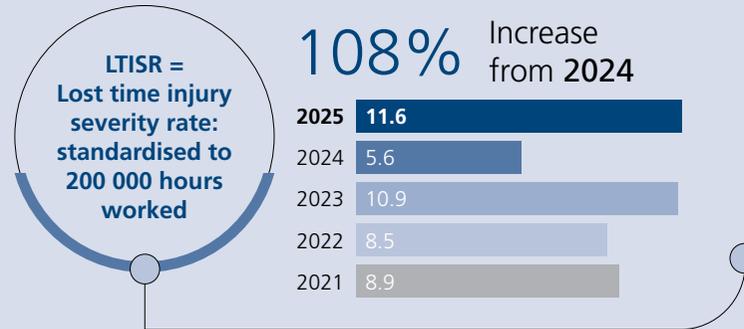
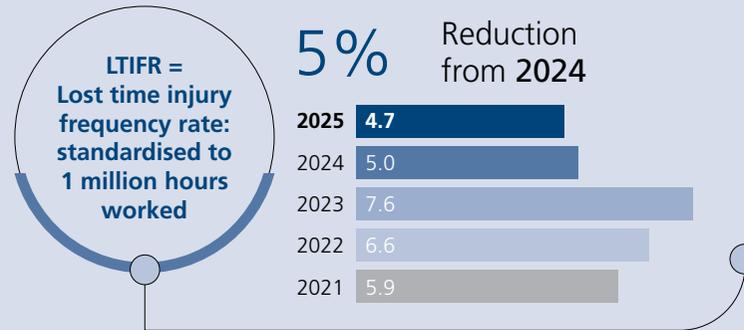
We can report that we had zero fatalities, and no contractor employees have been injured whilst under the control of the group during the reporting period.

LTIFR decreased by 5% when compared to 2024 with the number of lost time incidents reducing by 12% to 35 in 2025, mainly at our manufacturing operations.

LTISR increased by 108% when compared to 2024 with the number of days lost due to injuries increasing by 92% to 428 days lost in 2025.

AIFR was flat when compared to 2024 for all work-related incidents and incidents involving property damage where employees could have been injured.

During the reporting period, the group recorded a notable improvement in the overall safety performance, as evident in the reduction in the number of incidents reported reflecting the effectiveness of ongoing safety initiatives, improved awareness, and strengthened operational controls as well as management commitment. However, despite the reduction in incidents, the Incident Seriousness Rate increased significantly as a result of greater severity, requiring increased medical treatment. This trend underscores the need for a renewed focus on high-risk activities, critical controls and hazard identification, particularly in areas where low-frequency but high-severity risks exist. Management will continue to strengthen preventative measures, reinforce safe work practices and ensure lessons learned from serious incidents are effectively communicated and embedded across the business.



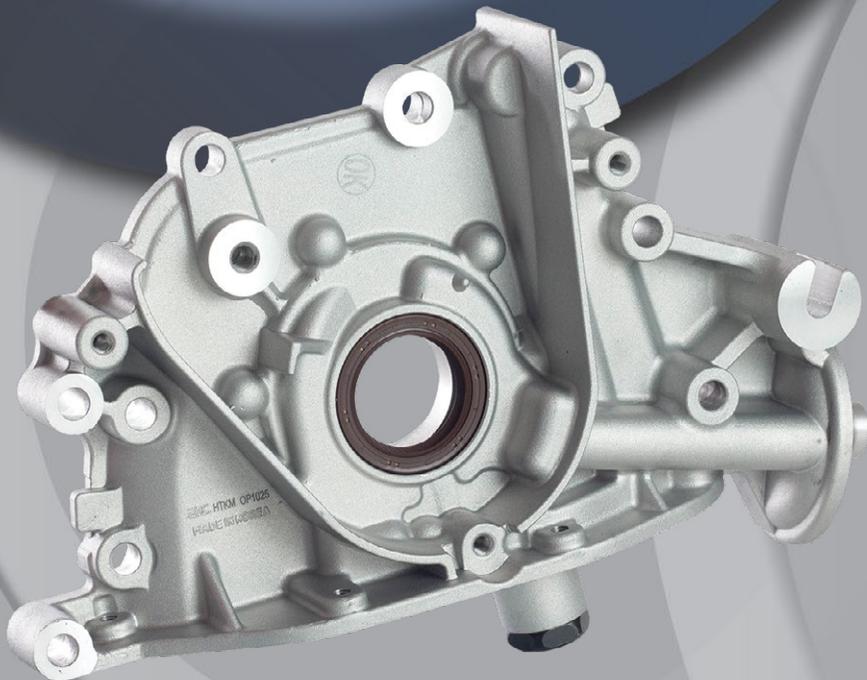
Employee wellness

Occupational health and hygiene monitoring are being done across all businesses through third-party service providers, with improvement objectives set by business. Various on-site employee wellness days were held by Discovery Health to provide basic health screening to improve employee self-awareness. Medical surveillance programs that include entry and exit medicals as well as regular screening of employees for exposure to hazardous substances in the workplace have been implemented in all businesses. Annual executive medicals are offered to all business and senior executives through ExecCare.

Product safety and quality and customer satisfaction

Customers are key stakeholders in our business and their satisfaction with our products, services and performance as a responsible citizen is of high importance. We have aligned reporting and controls across the group to track testing and conformance to relevant product certification standards as well as non-conformance to ISO and other standards as a basis for continuous improvement. CRM (customer relationship management) systems are also being used and adopted by more businesses in the group. Customer satisfaction surveillance surveys are conducted and tracked individually by the respective businesses and showed improvements during 2025.

Human Capital report



People are at the heart of our business and it is their skills, experience, commitment and application that create value for the group and drive its success. Many of the business-critical skills that we require are in short supply and we recognise the importance of attracting, developing, managing, rewarding and retaining the best people to deliver on our business goals. The way in which we invest in our human capital and express our duty of care will contribute to the growth and development of the group.

Our key focus areas include attracting and developing core skills, implementing sustainable leadership development and succession plan strategies, leveraging off technological innovation, achieving transformation and maintaining our B-BBEE rating. However, we also continue to manage other areas important to human capital success, including employee engagement, building cohesion and empowering teams, defining skills and competencies, health and safety, organised labour relations, performance management and salary benchmarking.

We also recognise that it behoves us to contribute to the development of human capital beyond just the people who work for Hudaco. As can be seen from the section on skills below, our initiatives also extend to benefitting close family members of employees, enterprises undertaken by former employees and other young South Africans seeking an education that will enable them to participate in the economy, some of whom may ultimately find permanent employment within the Hudaco group.

Workforce profile

	2025	2024
Total workforce	3 814	3 742
Less: Non-permanent employees	107	160
Total permanent workforce	3 707	3 582

Racial and gender profile

White males	628	630
White females	329	321
African, Indian and Coloured males	2 017	1 964
African, Indian and Coloured females	733	667

Occupational level profile

Top and senior management	125	113
Other management	1 584	1 577
Non-management	1 998	1 892

Management profile by gender

Females	521	514
Males	1 188	1 176

Management profile by race

White	765	768
African, Indian and Coloured	944	922

Non-management profile by gender

Females	541	474
Males	1 457	1 418

Non-management profile by race

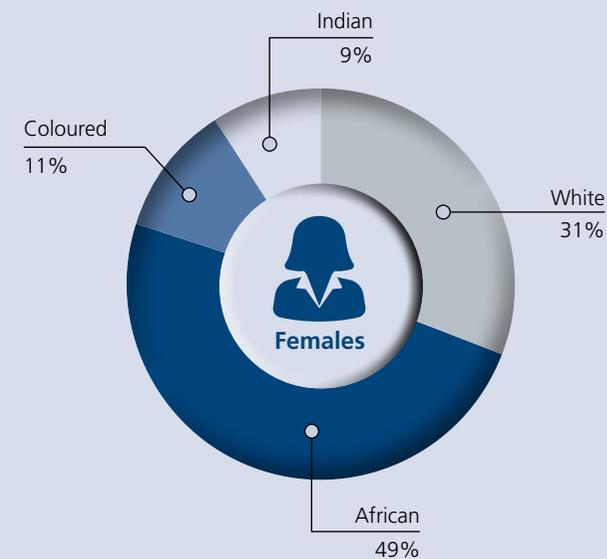
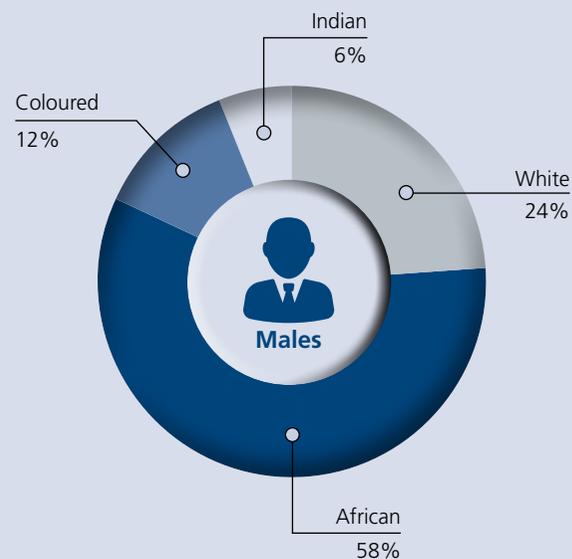
White	192	183
African, Indian and Coloured	1 806	1 709

Disability profile by gender

Females	23	21
Males	39	38

Disability profile by race

White	9	6
African, Indian and Coloured	53	53



The average staff turnover rate for 2025 was 18%. Almost 9% of employees have more than 20 years' service.

This report describes in three sections how we interact with and develop human capital:

- Governance of matters pertaining to human capital;
- Steps to safeguard the safety and health of our people; and
- Development of skills within and outside the group.

Governance of matters pertaining to human capital

Decentralised management

Hudaco has developed a decentralised management style that has proven successful over many years.

Placing decision-making responsibility in the hands of people at all levels of the organisation offers benefits to independently minded employees. Delegating authority and responsibility:

- empowers employees and allows them to respond quickly to customers' requirements and changing circumstances; and

- instils self-discipline and encourages leadership, initiative and innovation.

We will continue to provide our full support to those of our employees, both current and future, who choose to invest in their careers, work hard and see their future within the Hudaco group.

It is an important function of group management to put in place remuneration structures that ensure decentralised management personnel keep a strong focus on the contribution they need to make to enable the group to meet group strategic objectives, while adhering to good governance and risk management principles.

Corporate ethics and governance

The cost of compliance in corporate South Africa is significant.

The ongoing introduction of new legislation, new reporting standards, listings requirements, BEE and EE requirements, environmental, social and governance (ESG) issues, etc seems to continue unabated. ESG is continues to receive the most intense focus around the world, and justifiably so, albeit a polarising factor in many respects.

While compliance with all these requirements is compulsory within the group, Hudaco's executives are sensitive to the practical considerations

and concerns. We therefore try to ensure that, insofar as possible, compliance is head office driven. Nevertheless, many essential aspects can only be dealt with at business unit level.

The Hudaco code of ethics is in line with King IV and will be considered in the context of King V in due course. The code applies to all employers and employees in the group. It is communicated as part of every new employee's induction, is available on the Hudaco website, is included in all relevant training programmes, and guides us in the determination of our corporate values. These values include: fairness, respect and dignity, tolerance of alternative views, protection from victimisation, encouraging healthy relationships, mutual support and loyalty. Employees are not inhibited in any way regarding collective bargaining or union membership but levels of unionisation in our businesses are low.

To facilitate enforcement of our code of ethics, Hudaco has established a fraud and ethics hotline, which is managed by an external service provider. This hotline (0800 21 21 52) enables employees, or any other party, to communicate sensitive information securely, confidentially and anonymously if they suspect that a criminal act or any contravention of the code has been committed by another employee. Some of our suppliers run compliance programmes which are extended to us – for example, Deutz AG's global policies on anti-corruption, money laundering, emissions, labour safety and compliance with Germany's federal office of economics and export control legislation.

Potential exposure to bribery and corruption is mitigated through internal controls within our businesses, by taking strong action against transgressors, closely scrutinising sales reports, conducting regular stock counts, using undercover security personnel, reviews by group internal audit and encouraging honesty and professionalism in the day-to-day activities of the businesses.

After making regular enquiries, the board is not aware of any significant non-compliance with legislation, including anti-competitive behaviour, during the year.

Code of ethics

All Hudaco group businesses and their employees are to strive conscientiously to act with honesty and integrity in accordance with a high level of moral and ethical standards in their business and interpersonal dealings.

All employees in Hudaco group businesses are required to know, understand and support these values and will be assumed to do so. Some of the specific values are listed below:

- compliance with laws, rules and regulations;
- fairness, respect and dignity;
- tolerance of alternative views;
- mutual trust, honesty and respect for colleagues;
- support and loyalty;
- superior performance;
- providing a safe and healthy working environment for all employees;
- management of performance and recognition;
- customer satisfaction;
- proper communication and transparency;
- confidentiality;
- non-corruption;
- avoiding any conflicts of interest; and
- care for the environment.

Ownership and BEE trusts

The beneficiaries of the Hudaco Trading BEE ownership trusts are all black South African employees of Hudaco Trading with more than three years' service. This means that Hudaco's black employees have 15% effective ownership in Hudaco Trading, the group's main operating company. The trustees have resolved that, in February 2026, the trusts will distribute R13.6 million to approximately 1 790 beneficiaries, with each beneficiary receiving R7 600. In February 2025, 1 723 employees each received R7 000 from the trusts.

Transformation and succession planning

We acknowledge that management control is still a key area of opportunity to improve our BEE rating. The development of black management remains a national priority for the sustainability of the economy. We acknowledge that still too many of our senior management are white males and that, while there has been some good progress in recent years, we continue to fall short of where we would have liked to be. The need for developing future black, female and disabled management talent continues to receive significant priority.

Our strategy for transformation remains largely unchanged:

- Black representation in management is a core focus for all management appointments. All senior appointments in the group – the designated top 100 or so people – are monitored at the executive committee and board level to ensure that every endeavour is made to find appropriately qualified and experienced black candidates to fill vacant positions.
- Transformation has been incorporated into succession planning. The retirement process offers an opportunity to identify the date when positions will become vacant and allows time to develop black candidates at middle-management level and below, for these senior management posts.
- Hudaco also seeks to concentrate on a better gender balance across its workforce. Recruitment and development processes throughout the organisation focus on female as well as black recruits to ensure a balanced pipeline of talent.

The group conducted a Senior Leadership Development programme through the University of Cape Town Graduate School of Business in 2025. 25 employees from middle and senior management levels participated in a bespoke programme. Significant focus was placed on identifying and including on the course black managers who demonstrated growth potential.

To help us to grow our own talent, a formal performance management and succession policy is in place. We continued to focus on communicating our succession plans with senior management during the year and ensuring that our training and development efforts and employment equity plans are aligned. We are pleased to have increased black female representation on our executive committee, with the appointment of Reena Magan to that committee.

Organised labour and employee rights

There are nine (2024: nine) trade unions that between them have 559 (2024: 505) employees of various Hudaco businesses as members. These employees are covered by collective bargaining agreements.

In addition to union representation, employee rights are protected through full compliance of all the businesses with relevant labour and employment-related legislation.

Copies of the Basic Conditions of Employment Act, Skills Development Act and the Employment Equity Act are displayed in all workplaces. Formal grievance procedures are in place through which employees can raise issues. There were no grievances relating to human rights during the year.

While certain countries from which Hudaco sources products have been identified as posing a potential risk to human rights, none of our businesses has specifically been identified as posing a risk for incidents of forced or compulsory labour, child labour or for undermining the right to exercise freedom of association.

All businesses are required to communicate to their suppliers a Business Partner Code of Conduct, approved by the group's social and ethics committee.

Remuneration

An important aspect of our management philosophy is to establish in our remuneration structures a clear link between performance of the group (delivering value to shareholders) and the performance of the underlying businesses (delivering value to customers). To achieve this, executive remuneration at the group level, as well as senior management within each business, is structured on three levels:

- **Guaranteed pay and benefits:** This level of remuneration applies to all employees within the group. In addition, employees are required to join a group selected medical aid scheme

(unless they are below a certain earnings threshold or on a spouse's medical aid scheme) and a pension or provident fund if they are not on an industry fund. Employees earning below the compulsory threshold have the option to join Flexicare, the group's selected primary care offering.

- **Formula-based short-term incentives:** This level of remuneration applies to the top 100 or so senior managers in the group. For those employed in business units, this comprises two roughly equal annually measured performance criteria: RONTA, and growth in profits in the businesses under their control. The group chief executive and financial director are remunerated on primarily return on equity and growth in comparable headline earnings per share. A portion of their short-term incentive is based on the achievement of non-financial key objectives.
- **Long-term share-based arrangements:**
 - Share appreciation rights scheme: This level of remuneration applies only to the top about 240 managers in the group. It comprises a reward for share price appreciation realised through share appreciation rights that vest between three and five years after award. It is designed to ensure that management takes a medium to long-term view when acting on matters which may affect business performance and share price.
 - Retention-based share matching scheme: To align better the interests of the executives with those of shareholders and to ensure that the executives have capital at risk in Hudaco, a share matching arrangement is in place for executives and certain senior managers. Participants are entitled to invest in Hudaco shares up to a maximum of 50% of their maximum potential short-term incentive-based remuneration. These shares are to be acquired by the executives on the open market using their own money. Provided the participant holds these shares and remains in the employ of Hudaco for the specified service period, which is normally three years, the company will match the value of the shares by acquiring shares on the open market for the benefit of the executive in a ratio determined by the remuneration committee. In 2025, 13 executives were eligible to participate in this scheme.

Further information on remuneration is set out in the remuneration report commencing on page 68.

Retirement funds

Employees who do not belong to an industry fund (ie unionised staff) contribute to the umbrella defined contribution pension and provident Superfunds administered by Old Mutual. Fund members receive risk benefits such as life cover, spouse and children pensions, funeral cover and disability cover, depending on the fund to which they belong. There are a few employees who remain on retirement funds in place at the businesses at which they were employed when those businesses were acquired by the group.

Employees have a choice of underlying investment options. The range of options includes a passive investment option and the default option is a lifestage-based solution with a portfolio that has a higher weighting to equity-based investments but with a staggered switch to a more conservative portfolio, starting five years before retirement age. All members receive annual benefit statements and have access to an online portal at any time so that they can track their retirement savings, risk contributions and costs.

Hudaco is advised by employee benefit consultants, independent actuaries and risk benefit consultants to ensure retirement funding arrangements remain appropriate and up to date. Interaction with these advisers is through a committee with representatives from Hudaco head office and some of the underlying businesses.

Socio-economic development

Each year the board sets aside a specific amount for socio-economic development. Through financial and non-financial contributions, Hudaco supports several specific projects aimed at improving the lives of previously disadvantaged communities.

These funds are, in the main, managed and distributed by Hudaco's head office on behalf of business units. In 2025, Hudaco donated approximately R3 million to a variety of socio-economic development initiatives. This included sponsoring a social support services programme run by Afrika Tikkun. This programme ensures that children and young people who face emotional, behavioural or social challenges receive structured care that strengthens their wellbeing, learning and long-term development. Hudaco's support directly funds the programme's core psychosocial activities – individual counselling, crisis response, group support, behavioural interventions, caregiver engagement, school-based mental-health activities, referral

pathways and health screenings. On Mandela Day, businesses made contributions to various initiatives and encouraged their employees to participate in the designated activities on the day. In total, 111 Hudaco employees across the group visited Ladies of Love, Manger Care Centre, The Teddy Bear Foundation, United Cerebral Palsy Association, Sinthemba, Childhood Cancer Foundation, Sunshine Centre Association and The Peace Agency.

Steps to ensure the safety and health of our people

Employee safety

Steps to safeguard our employees are comprehensively set out in the ESG report on pages 48 to 55.

Employee health and wellness

We understand that a person's health and wellbeing include physical, emotional, social and psychological factors and all have a strong impact on how people engage with and contribute positively to the performance of the business, their families, communities, society and the environment.

Management approach and governance

Our approach to health and wellness management is built on two key pillars:

- reducing occupational exposure, which involves identifying, measuring and reducing harmful exposure, conducting surveys and providing risk-based guidelines in dealing with chronic illnesses; and
- improving employee wellness, which is achieved by assisting employees in dealing with issues impacting their wellbeing and productivity in the workplace, including the provision of support in coping with TB and HIV/AIDS.

Improving occupational health and hygiene is critical in meeting our safety objectives, so we apply the same rigour to reducing and eliminating occupational health hazards as we do to eliminating workplace safety hazards and risks and providing employees with appropriate personal protective equipment wherever there is a risk of exposure levels exceeding safe limits.

Medical aid

Hudaco acknowledges the importance of belonging to a stable and sustainable medical aid scheme, which contributes towards a productive and healthy workforce. The overriding principle is that Hudaco wishes to facilitate that all employees have the opportunity to take up medical scheme cover, while recognising that some employees earn at a level such that private medical cover is prohibitively expensive and that they must, therefore, rely on the state to provide them with healthcare.

Membership of the company's preferred medical scheme (currently Discovery Health) is compulsory for all employees who earn above the compulsory threshold, unless proof is supplied of membership of another medical scheme as a dependant or, under certain circumstances, if employed in a business before it was acquired by Hudaco. The compulsory threshold is currently R25 500 per month, recognising the significant other living costs with which our people must contend. Members may select any medical aid plan offered by the preferred medical scheme. Employees earning below the compulsory threshold have three options: to join a Discovery medical aid plan; to join Discovery's primary care offering (which is through Auto & General's Flexicare medical insurance product); or to rely solely on state health facilities.

All employees who belong to the company's preferred medical scheme must also belong to the company's preferred gap insurance product (currently Cinagi). This insurance covers members who experience shortfalls on their hospital and oncology claims because of co-payments or tariff differences charged by medical professionals.

The company provides a subsidy by paying, for the employee and qualifying dependants (one spouse and up to three child dependants up to age 21), 50% of the premium for the gap insurance and the medical aid plan selected by the member or Flexicare, limited to the level of the Classic Priority plan. The company does not subsidise fees for Discovery Vitality, membership of which is optional. Where a member selects a plan higher than Classic Priority, the company will contribute 50% of the premium for Classic Priority and the member will be responsible for the balance of the premium, including any fees for Discovery Vitality. Members whose remuneration is based on total cost-to-company (senior management) do not benefit from this subsidy.

There were, on average, 1 077 employees and 1 328 dependants on the medical scheme during the year to November 2025. 81 employees and 74 dependants are currently on Flexicare while 253 employees

have chosen to be members of Vitality, with 54% actively engaged in the programme. Annual contributions (excluding Vitality contributions) totalled R87 million, of which R37 million was covered by the Hudaco subsidy, which was limited to 50% of Classic Priority. Top senior executives are remunerated on total cost-to-company and were not included in the subsidy amount. Gap insurance cost a further R2.7 million, half of which was covered by Hudaco.

Gap payments to assist members with medical shortfalls exceeded R1.3 million, with the average claim being R5 088. The highest in-hospital medical claim for a single employee was R490 000 whilst the highest out-of-hospital claim was R116 000. 41% of Hudaco members are classified by the medical aid as "healthy" whereas 7% are classified as "unhealthy", based on their claims history.

35% of our members are registered for a chronic illness, which compares favourably with the scheme rate of 42%. The most common chronic condition is essential hypertension. 76% of members selected an option that has a medical savings account that pays for their day-to-day medical expenses. 48% did not deplete their annual savings and had a positive balance at the end of the benefit year. 3% of members selected a hospital only plan.

Employee wellness

With the support of Alexander Forbes Health, Hudaco ran 24 employee wellness events at our locations in Gauteng, Durban and Cape Town. The offering to employees, irrespective of whether they are covered by medical aid or not and at no cost to themselves, typically includes:

- health risk assessment: height, weight, blood pressure, cholesterol, glucose and BMI;
- eye screening by a mobile optometrist;
- HIV voluntary testing and counselling;
- questionnaire on lifestyle habits; and
- immediate feedback of the results including information on risk factors, healthy eating and exercise habits.

At the events that were held in 2025, 980 employees were tested and the major risk factors identified continued to be body mass index (BMI) and elevated blood pressure. Since 2024, there was a 23% increase in the number of members with high cholesterol, back to the level in 2023. Poor nutrition was the highest lifestyle risk factor, with employees not getting enough exercise also on the rise. 56% were assessed as being overweight.

The wellness days also provide the opportunity for employees who are not on medical aid, and who would otherwise not take the time to be tested for these potentially life-threatening conditions, to have their assessments done on-site and free of charge. The relevant employees are given the appropriate advice to address their conditions. Just over 460 employees not on medical aid availed themselves of this opportunity in 2025. Some Hudaco businesses provide additional support.

Filter and Hose Solutions sponsors two doctor visits per annum (which includes medication) for their employees or their family members who are not on medical aid. Every second week DDP runs a mobile clinic, staffed by a qualified nurse, offering medical advice to employees not covered by medical aid.

Development of skills inside and outside the group

Talent management

Learning and development of people is a core responsibility of the executive teams in all our businesses as this empowers employees to perform their functions effectively and to enhance their skills, thereby providing a pipeline for promotions and transfers between businesses. During 2025, 26 of our employees and 57 dependants furthered their studies with the assistance of the Hudaco B-BBEE bursary programme, striving to attain qualifications for their own betterment as well as that of Hudaco and the country at large. The bursary programme has been part of the group's value proposition to employees since 2009.

As far as possible, we try to maximise retention of key talent by providing incentives in the form of performance bonuses and developing long-term career path opportunities for our staff within the broader group. We communicate to our staff the opportunities for lateral movement between our businesses and internal promotions within the group. We feel that the group is diverse enough to be able to accommodate individual career aspirations without having to lose talent to competitors. However, one of the consequences of investing in skills development in South Africa, especially in black professionals, is that as these employees develop and gain experience and skills, they become a prime target for headhunting by larger organisations that can offer more attractive packages. The alternative, ie not investing in staff development, would, however, be a far more serious threat to the continuity and sustainability of our business model.

Skills development and training

Successfully taking advantage of opportunities for growth, both acquisitive and organic, depends on the quality of our people. Given the shortage of technical and engineering skills in general in South Africa and particularly among the black population, we put special focus and resources on building these skills. We have identified the building of the following skill sets within Hudaco as being our key focus areas:

- **The senior management team:** We have identified members of the senior management team whom we believe have the qualities required for growth to executive level in due course. These people have been given expanded responsibilities and are being nurtured with a view to their being able to step into the breach as more senior managers reach retirement age. Many members of the senior management team have attended Master of Business Administration (MBA), other master's degree courses at various universities or Post-graduate Diplomas in Management (PDM).
- **Technical expertise:** Critical relationships in the field are with the technical and maintenance teams of our customers. They place the orders upon which we depend for our turnover. We need a constant supply of new sales staff with the right technical skills to be able to adapt to and service our customers' changing needs. Although we are essentially a group of distribution businesses, we run in-house learnerships where we can and technical traineeships where we cannot.

Customer interaction occurs primarily through our technical sales team. As they are the face of the business and the drivers of organic growth in revenue, we invest heavily in their training. New appointees are sent for training prior to being placed in the field. Some of our businesses have started using artificial intelligence (AI) to build the skills and experience of their sales teams, particularly internal sales personnel. The board also supports training and skills development initiatives through bursary programmes, management training schemes (as described above), experiential trainee programmes, mentorships, apprenticeships, educational assistance and learnerships. Extensive in-house and external training is given in a wide range of practical and theoretical subjects to better equip employees with the skills required for senior positions. The learnership programme content typically includes financial administration, human resources administration, inventory management, end-user computing and warehousing courses, as well as technical product training.

Six of our businesses (Deutz Dieselpower, Dosco, Eternity, Gear Pump Manufacturing, Joseph Grieveson and HERS) ran SETA-accredited apprenticeship programmes with 35 participants in 2025 being trained in various trades. An additional 143 abled learners and 8 learners with disabilities were recruited for learnership programmes run by the Maharishi Institute, ORT SA, and Afrika Tikkun. They commenced their courses in 2025, for completion in 2026.

During the year under review, group expenditure on training amounted to approximately R23 million.

Hudaco also provides financial support to the Thuthuka Bursary Fund, which develops and trains black chartered accountants. In 2025 Hudaco sponsored a social support services programme run by Afrika Tikkun. This programme ensures that children and young people who face emotional, behavioural or social challenges affecting their education receive structured care that strengthens their wellbeing, learning and long-term development. The programme's core psychosocial activities - individual counselling, crisis response, group support, behavioural interventions, caregiver engagement, school-based mental-health activities, referral pathways and health screenings are aimed at clearing obstacles to effective learning, thereby providing a robust base for long-term career development.

In 2024 and 2025 Hudaco sponsored 266 learnerships for security officer training at the Maharishi Security Management Academy (SMA), a pioneering initiative of the Maharishi Invincibility Institute (MII) under the Jozi My Jozi project. MII established the SMA to bring safety and security to the Johannesburg inner city, producing a superior calibre of security officials with a 3-year qualification, as opposed to the usual three to four weeks training. MII partnered with CAP, a leading security firm to deliver the SMA courses and to guarantee employment of the students. For more about this initiative, see page 100.

We also invest in developing product knowledge in our customers or the installers of the products that we distribute, which results in deep brand loyalty. As a policy, we do not charge or charge just a nominal fee for this training of the installers or our agents - we believe that, as we are in the business of distributing high-quality brands, the more the customers understand the value of the product, the more loyal they will be.

Hudaco conducts a graduate development programme with the aim of addressing skills shortages in our businesses. All of the participants are black and every effort is made to absorb the graduates into our employ as they qualify. The graduate development programme includes a range of disciplines such as engineering, finance, accounting, human resources, health and safety, sales and marketing and information technology. Participants complete a course in business administration with Siyanqoba Seminars to prepare them for the work environment and received on-the-job training at our businesses. In the past two years, 22 graduate interns completed the programme and 14 of them have been absorbed into permanent employment. A new cohort of 59 graduates began in June 2025, through Afrika Tikkun.

Employment equity and skills development committees exist at the group's various businesses to drive the various skills development initiatives.

Staff education programme

Hudaco Trading empowers current black employees, their spouses and their children by granting tertiary education bursaries to eligible applicants. Beneficiaries may study towards any career of their choice and, on completion of their studies, are under no obligation to work for Hudaco.

In 2025, 77 students were granted bursaries, of whom 44 were women. Of these, 14 completed their qualifications. Feedback from some of the parents and the successful students is set out on pages 63 to 66. For the 2026 academic year, 66 students have been identified for bursaries, of whom 37 are women. Hudaco spent R5 million on these bursaries in 2025.

Enterprise development

Hudaco favours suppliers that have good BEE scorecard ratings and uses SMMEs (small, medium and micro-enterprises) wherever possible, working closely with them to improve their service delivery.

Hudaco applied R15 million to various enterprise and supplier development initiatives during its 2025 financial year. Some of these included the following:

- Offering interest-free loans to qualifying black-owned businesses;
- Ambro Steel provides facilities for a black woman optometrist on their premises. Hudaco has assisted her with the purchase of sophisticated equipment that is geared towards providing eye care to the poor by keeping costs low. The equipment has made a significant impact;
- Abes Technoseal subsidised canteen facilities, owned by a black woman, at their premises;
- FHS supports a recycling initiative with black-owned SMMEs;

- Rutherford supports and subsidises a black-woman-owned canteen;
- Deltec supported a level 1 sustainable energy business;
- Three-D Agencies, Bearings International and Hudaco head office support a business in Tembisa; and
- Hudaco head office continued supporting a car wash, as well as Invincible Outsourcing, Invincible IT and Invincible Nature, not-for-profit organisations that apply income earned to fund bursaries at the Maharishi Institute, and a consulting business that provides training services and strategic input to participants in the mining industry.



Bursary programme

Hudaco bursary thank you letters

Arwen Dambar

Daughter of Melissa Da Cruz

Bachelor of Commerce in Marketing and Management Sciences

I would like to express my sincere gratitude for the financial support you have provided throughout my studies. I am proud to share that I have completed my BCom in Marketing and Management Sciences, and this achievement was made possible by your generosity.

Receiving this bursary was one of the greatest privileges of my academic journey. I am deeply appreciative of the confidence you have placed in me, and your investment in my education has not only relieved financial pressure but also given me the opportunity to grow academically and reach my future goals.



Melissa Da Cruz

Mother of Arwen Dambar

Employee at Partquip

I am writing this letter to express my deepest gratitude for the generous assistance and funding you have provided toward my daughter Arwen's degree.

Education is one of the most meaningful gifts a young person can receive, and your contribution has helped open doors that will shape her future in profound ways.

Hudaco's generosity has had a real and lasting impact on our family, and we will always remain grateful for your belief in Arwen and her dreams.



Eva Mosehla

Foster child of Desiree Mosehla

Diploma in Logistics

I would like to take this opportunity to express my sincere gratitude for the financial support you have provided me with over the past three years. Your bursary has played a significant role in enabling me to successfully complete my Diploma in Logistics.

Completing my diploma is a major milestone in my life, and it would not have been possible without your belief in my potential and your willingness to invest in my future. I am truly grateful for the doors this qualification will open and for the foundation it has given me as I move forward in my career.



Desiree Mosehla

Foster Parent of Eva Mosehla

Employee at Powermite

I would like to sincerely thank you for the bursary you have awarded my little sister over the past three years. Your generosity and continued support have made a meaningful difference in her education and our family life.

We are truly grateful for the opportunity you gave her to focus on her studies and work towards a brighter future. Thank you for believing in her and for the kindness you have shown throughout these years.



Hope Nkosi

Daughter of Sicelo Motha

Bachelor of Science in Biomedicine

I am writing to express my deepest gratitude for the support you provided me through the Hudaco Bursary Program. I am sincerely honoured to have been selected as a recipient of the bursary over 3 years to study for BSc in Biomedicine.

I look back on this achievement with immense pride, knowing that it would not have been possible without your support. Thank you once again. I am forever grateful for the opportunity you provided me with to pursue my dreams.



Sicelo Motha

Father of Hope Nkosi

Employee at Hudaco Head Office

I'm writing to express my profound gratitude to the Hudaco Trading Bursary Programme for supporting my daughter's studies at Eduvos. This support has not only lifted my financial burden but also assisted in providing a prosperous future for my daughter.

Receiving the news of the Hudaco Trading Bursary Programme was a pivotal moment for me. It affirmed that hard work can be recognised and supported.

Thank you for your help. My daughter was able to focus on her BSc in Biomedicine without worrying about tuition, accommodation, or books.





Katleho Ngubane

Daughter of Lerato Ngubane
Bachelor of Social Science

I would like to formally thank everyone at Hudaco who has assisted with my education funding through the bursary award program. The last three years of my qualification would not have been possible without your support and trust in me as a recipient.

Your dedication to supporting education and developing young talent is truly commendable.

I wish the company nothing but continued success and growth.



Lerato Ngubane

Mother of Katleho Ngubane
Employee at Hudaco Head Office

I am writing to formally confirm the successful completion of my daughter Katleho's studies under the bursary issued by Hudaco.

We are sincerely grateful for the opportunity and financial support provided by Hudaco, which played a significant role in enabling her to complete her qualification.

Your investment in her education has contributed meaningfully to her academic and personal development, and we truly appreciate the confidence and support you have extended to her throughout the bursary.



Lebogang Kulani Mkatshwa

Son of Maria Maseko
Bachelor of Science in Information Technology

I would like to express my deepest and most sincere gratitude to Hudaco for the bursary support that enabled me to complete my IT qualification at Richfield Graduate Institute of Technology.

This achievement would not have been possible without your generous support. The bursary provided me with peace of mind and allowed me to focus fully on my academic journey without financial strain.

Your investment has opened doors to future opportunities and inspired me to strive for excellence in the IT field. I will always be grateful for this opportunity.



Maria Maseko

Mother of Lebogang Mkatshwa
Employee at Rutherford

I would like to extend my heartfelt appreciation and sincere thanks to Hudaco for the bursary which supported my child's studies at Richfield Graduate Institute of Technology.

The bursary eased a significant financial burden on our family and allowed my child to focus fully on their studies and personal growth.

Hudaco's generosity has given our family hope and reassurance for the future. Your commitment to supporting education is truly commendable and deeply appreciated.

Thank you for your kindness, compassion, and continued support.



Luwanda Faith Vilakazi

Daughter of Reuben Vilakazi
Bachelor of Education in Intermediate Phase Teaching

I would like to express my deepest gratitude for the opportunity and support the bursary has given me by funding my education from 2022 to 2025 in the Bachelor of Education in Intermediate Phase at IIE Rosebank College.

Your belief in my potential has enabled me to pursue my studies without financial worry. Thank you, Hudaco Bursary, for opening doors to opportunities I would not have had otherwise. I am sincerely grateful for the role you have played in my journey, and I hope to make you proud as I continue to grow and contribute meaningfully to my field.



Reuben Vilakazi

Father of Luwanda Vilakazi
Employee at Partquip

I would like to sincerely thank Hudaco for the incredible support they have provided to my daughter in her studies. As a parent, it means more to me than words can express to see my child given the opportunity to pursue a teaching qualification without the constant worry of financial strain.

This bursary has deepened my respect and appreciation for Hudaco's commitment to education, family, and the development of future professionals. My family will always be grateful for the important role Hudaco has played in this chapter of our lives.



Nombulelo Mahlangu

Daughter of Emanuel Mahlangu
Bachelor of Science

As I complete my BSc degree majoring in chemistry, I would like to express my heartfelt gratitude for the generous support I have received from the Hudaco Bursary programme. Reaching this point in my academic journey is a huge milestone, and it would not have been possible without your consistent support.

Studying Chemistry has shaped me in many ways, academically and personally. With your support, I was able to develop strong scientific skills, grow my passion for chemical sciences and build a strong analytical foundation for my future career.

Thank you for believing in my potential and helping me reach this far.



Emanuel Mahlangu

Father of Nombulelo Mahlangu
Employee at Bearings International

On behalf of my family, I wish to thank Hudaco Bursaries for the bursary awarded to my daughter. I am employed by Bearings International Secunda, and I am truly grateful for the opportunity extended to my child.

Over the past three years, this bursary has made a meaningful contribution to my daughter's academic journey. I deeply appreciate the investment made in her education and future. It has not gone unnoticed and is greatly appreciated.

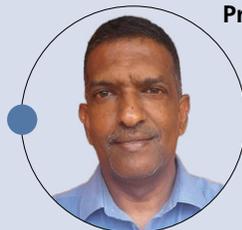


Prenel Karruppen

Daughter of Pragasen Karruppen
Bachelor of Commerce

I would like to extend my sincere gratitude to Hudaco Trading Pty for funding my bursary and enabling me to complete my college education.

Knowing that a reputable company like Hudaco believed in my potential has been a lasting source of motivation. Thank you once again for your invaluable support and for investing in my future.



Pragasen Karruppen

Father of Prenel Karruppen
Employee at Elvey Group

I would like to express my sincere gratitude to the company for awarding my daughter a study bursary. This generous support has made a significant difference in her educational journey.

This reflects the values and care that make Hudaco such a great place to be part of.

Thank you once again for this opportunity and support.



Saarah Damon

Daughter of Lameez Damon
Bachelor of Arts

I am writing to express my gratitude for the financial support you have provided throughout my three-year Bachelor of Arts (Industrial Psychology) degree.

Your support throughout my degree has been amazing, and this opportunity has truly been life-changing. As Nelson Mandela says, "Education is the most powerful weapon which one can use to change the world".

Your investment in my future has meant everything to my family and me and has opened lots of doors. Thank you for everything. I am so appreciative.



Lameez Damon

Mother of Saarah Damon
Employee at Elvey Group

I would like to express my heartfelt gratitude to Hudaco for awarding my daughter, Saarah Damon, a bursary three years ago and for the invaluable support she has received throughout her studies.

This achievement would not have been possible without the financial aid and encouragement that Hudaco extended to her.

As a parent, I deeply appreciate Hudaco's investment in our youth's future. It is inspiring to see a company that not only values education but actively contributes to shaping the next generation of professionals.



Minah Ngwenya

Employee at Miro

Bachelor of Commerce in Digital Marketing

I would like to take this opportunity to express my sincere gratitude to Hudaco Trading for the bursary support during my studies. I am pleased to inform you that I have successfully completed my Bachelor of Commerce Degree in Digital Marketing, an achievement that would not have been possible without your generous assistance.

Your contribution has made a meaningful and lasting impact on my life. Thank you once again for your generosity and belief in my potential. I look forward to applying the knowledge and skills I have gained in a manner that reflects positively on the support I received.



Nyadi Maminza

Employee of Miro

Diploma in Business Management

I would like to take this opportunity to sincerely thank you and the company for providing me with a bursary and helping me in my academic journey. I successfully completed my Diploma in Business Management.

I am confident that the knowledge and skills I have gained will contribute positively to my role and enable me to add greater value to the company.

Your assistance has had a long-lasting impact, and I'm still determined to return the favour by working hard, being dedicated, and doing my best.



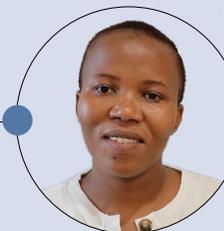
Lethabo Theo Ngoepe

Son of Elias Ngoepe

Bachelor of Social Science

I am writing to express my sincere gratitude for the bursary support you provided during my Bachelor of Social Science studies. Your generous financial assistance played a significant role in enabling me to focus on my academic responsibilities. Your support has made a meaningful difference in my academic journey.

I hope one day to give back and support other students in the same manner you have supported me.



Nasiphi Baleka

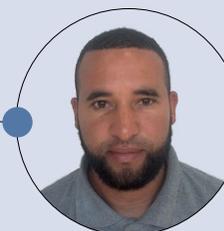
Employee at Bearings International

Bachelor of Accounting

I would like to take this opportunity to express my sincere gratitude to Hudaco for the financial support provided to me through the bursary programme.

The bursary support alleviated a substantial financial burden and allowed me to focus fully on my studies, thereby contributing positively to my academic performance and personal growth. I am extremely grateful for Hudaco's commitment to empowering students and investing in skills development within South Africa.

I am inspired by Hudaco's values and hope to apply the knowledge and skills I have gained to make a meaningful contribution in my future career. Thank you once again for this invaluable opportunity.



Lee-Marvin Petersen

Employee at Miro

Higher Certificate in Supply Chain Management

I'd like to take a moment to express my gratitude for the financial support I have received from Hudaco.

Thank you for allowing me to fulfill my studies. I am very grateful for the bursary I have received; it helped me a lot.



Elias Ngoepe

Father of Lethabo Theo Ngoepe

Employee at FHS

I am writing to express my sincere gratitude for the bursary you generously awarded to my son. This bursary has eased a significant financial burden on our family and enabled my son to focus fully on his studies.

Because of your generosity, my son was encouraged and motivated to work even harder towards achieving his academic goal. We deeply appreciate your investment in his future; it has made a meaningful difference in our lives.

Thank you once again.

Feedback from BEE Trust beneficiaries



Astore

Premilla Barath

Firstly, I would like to express my heartfelt gratitude to the BEE Trust fund. Their generosity in the past years has blessed my colleagues and myself. The contribution in the February month is a huge financial support after year end and starting the new year with unsettled debts. On a personal level, the BEE Trust financial support makes my life less stressful and took me a step closer to becoming debt free. My deepest thanks.

Bearings International

Xolani Zulu

The BEE trust was helpful, as I have a family I support. The extra money from the BEE trust helped me provide more for my family on things I am unable to afford on a monthly basis. My family appreciated me a lot due to the BEE Trust benefits.

Bearings International

Sifiso Simelane

In December I spent more than I normally do. It was very tough in January because I needed to buy school clothes and stationery. I was forced to borrow money to afford these. So when I received the BEE funds in February, It helped me a lot to pay off the loans.

Dosco

Thebe Tlokotsi

It helped a lot towards my children's school uniform and stationery.

Dosco

Ingrid Michele Martin

I was very grateful for the extra money received from the BEE Trust and used it to send some money to assist my grandson with studies in Cape Town.

FHS

Bheki Mthembu

I truly appreciate the BEE trust support, which helped me cover essential household expenses that I was unable to cover with my monthly salary. My financial pressure was also reduced.

Gear Pump Manufacturing

Ashely Biggs

The BEE trust helped me with car maintenance, school fees and groceries in my house.

Gear Pump Manufacturing

Phelisa Ntuli

The assistance had a positive impact on my life by helping me to pay my school fees as I am studying through distance learning. I appreciate the support and hope this initiative encourages more employees to pursue further education and development. Thank you for the benefit.

Partquip

Justin Cameron

This year's benefit helped me with being able to go to Cape Town to celebrate my mother's birthday as I am based in Johannesburg.

Partquip

Zimasa Somadlaka

The money helps as it is tough coming from the festive season. It helps me buy my children clothes and uniforms.

FHS

Phindile Marakalla

The payment was really helpful at the time. I helped my family with transport fees and other essentials such as additional groceries.

Ironman 4X4

Elphus Mbushi

It helps me a lot to cover my children's education for the year. I am able to have a peaceful year throughout with no school fees burden from my monthly salary.

Ironman 4X4

Monique Patel

It is such a big help in my life covering certain expenses. It is really appreciated.

Specialised Battery Systems

Remaune Jacobus

The BEE Trust came as a true blessing. The payout had a significant positive impact on my financial position, and for that I am deeply grateful to have been a recipient.

Specialised Battery Systems

Ncubeko Nombona

I bought a stand to start building a home for my family. It made a huge impact in my life and is still doing so.



Remuneration report

The terms of reference of the remuneration committee align its activities with the principles contained in King IV. The structure of Hudaco's remuneration report and the level of detail provided regarding the remuneration of executive directors are also in compliance with King IV.

In contemplating remuneration and incentives, the remuneration committee considers different categories of personnel and the following terminology has been used throughout this remuneration report to describe these categories:

- The three executive directors;
- The executive committee members, of whom there were eight for seven months and eleven for the rest of the financial year, including the executive directors;
- The senior leadership cohort, which includes the executive committee members and comprises the top about 15 executives, who generally have responsibility for the largest businesses or multiple businesses;
- Business level executives, comprising the approximately 80 divisional directors of Hudaco's individual businesses, excluding the senior leadership cohort;
- Senior managers, comprising approximately 230 people across the group, being the business level executives and the next level of management;
- The general body of staff, comprising all personnel except the senior leadership cohort and the business level executives

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Section 1: Background statement



Remuneration in context of the group and the workforce

Over many years, the group has refined its remuneration policy and practices in support of its aim to be a thriving, growing organisation which is highly dependent for its success on the quality and motivation of its people. The group believes that its remuneration practices are in line with the King IV remuneration governance principles, and that these principles underpin the achievement of its business objectives, its ethical culture and the fair reward of its employees. Any modifications required by King V will be introduced in due course.

Employee compensation is the single largest component of the group's operating expenses. During the 2025 financial year, employees received approximately 54% of the total wealth created by the group. (See the value-added statement on page 32 of this integrated report.) The table below provides further context to the significance to Hudaco of employee remuneration:

	2025	2024
Total number of employees	3 814	3 742
Total compensation to employees (Rm)	1 549	1 520
Total compensation as a % of revenue	18	18

For the general body of staff, the group's remuneration policies aim to attract and retain high-calibre people and reward them fairly for their skills and performance and to provide a happy and challenging work environment. All Hudaco's employees have the opportunity to receive short-term bonus awards.

At the senior leadership cohort and business executive levels, the remuneration policy is designed to more sharply:

- reflect group and relevant business unit performance; and

- incentivise these employees to act in the best long-term interests of shareholders via performance measures that stress earnings growth, cash generation and the returns earned by the businesses for which they are responsible. These measures are described in more detail further on in this report and include malus and clawback provisions.

The compensation of most of the group's unionised employees (559 people) is determined collectively or based on sector norms. Hudaco endeavours to maintain positive day-to-day working relationships with unionised employees and to balance their right to industrial action with the right of the group to conduct its activities.

Internal and external factors that influence remuneration

In discharging its duties the committee considers various factors, including general economic and business conditions, past and expected performance of the group and the business unit concerned, the inflation outlook, the employment market conditions and trends and, importantly, the pay gap that exists in the group and the business sector generally.

Where considered necessary, the committee seeks the advice of experts regarding these factors, particularly concerning conditions of employment, fair pay and trends.

For many years now, the group's response to the pay gap issue has been to grant higher average salary increases to lower-paid employees than to their more senior colleagues who participate in the executive pay schemes. The remuneration committee monitors progress in managing the pay gap in the group.

During 2025, the committee obtained assurance on outliers on both sides of the salary increase scale with a view to ensuring that no prejudice or favouritism took place in the process. The committee also received confirmation that there are no instances of non-compliance with minimum wage requirements.

Most recent results of voting

At the annual general meeting held on 27 March 2025, Hudaco presented both the remuneration policy and the implementation report as two separate non-binding votes to shareholders for approval. The group's remuneration policy received the support of 73.67% of shareholders who voted and the implementation report received 73.64% approval. This is the first time since the AGM held in 2020 that either of these resolutions received a majority not exceeding 75% approval. Only one shareholder responded to our offer to engage on the matter. That shareholder expressed a requirement for detail on non-financial performance indicators for the short-term incentive and clarification of aspects of stretch targets for the senior leadership cohort. This has been taken into account in compiling this remuneration report, while balancing the request against the imperative to keep business strategy and tactics out of the public domain where specifics of such information could be harmful to the business if revealed to competitors, customers or suppliers.

Key areas of focus and key decisions

During the year the committee focused on:

- providing general salary increase guidelines;
- conducting performance appraisals for the executive directors and the other executive committee members;
- reviewing the guaranteed remuneration packages of the senior leadership cohort;

Section 1: Background statement *continued*

- considering the overall performance of the group, including intrinsic shareholder value added in context of the prevailing market conditions, in order to confirm the reasonableness of the short-term bonuses for the senior leadership cohort;
- approval of incentive bonus payments to the senior leadership cohort for the previous year's performance, including any amounts subject to clawback on under-performance;
- approval of the short-term and long-term performance criteria for the year ahead for the senior leadership cohort;
- confirmation of share matching opportunities in terms of the share matching scheme;
- allocation of share appreciation rights;
- considering applications of the malus and clawback policy;
- reviewing the retirement funding options available to employees and the management thereof;
- reviewing service agreements of the senior leadership cohort with special reference to restraint of trade clauses, severance packages (if any) and notice periods;
- proposing non-executive directors' fees;
- reviewing the accuracy of the inputs to the intrinsic shareholder value model since shareholder value added forms part of the short-term incentive for the executive directors;
- monitoring and considering the provisions of the Companies Amendment Act insofar as they pertain to remuneration and the disclosure thereof; and
- reviewing the remuneration report for publication in the 2025 integrated report in the context of the King IV principles on remuneration, the JSE Requirements and the Companies Act.

In making decisions, the general principles followed by the committee include:

- the use of discretion by the committee to override policy or performance measure outcomes should be avoided, unless in exceptional circumstances or for compelling reasons and appropriately disclosed;
- there should be no change to pre-set performance measures once the outcome is already evident;

- that remuneration generally should support the sustainability of the business, be fair and reasonable, externally competitive and internally equitable and that variable remuneration should be contingent on, and correlate with, performance and value creation that, by and large, is within the control of executives.

The above principles were largely gleaned from the Guide to the Application of the King IV Principle 14: Governance of Remuneration, issued by the South African Reward Association and the Institute of Directors Southern Africa.

Other factors which inform the general thinking of the committee, particularly as regards the senior leadership cohort, are:

- The attraction, retention and motivation of the leadership team – The board and the committee are very much of the view that Hudaco has a highly competent and effective leadership team and that this was once again clearly demonstrated in the results produced in the 2025 financial year despite the sustained stagnant economic environment.
- The entrepreneurial culture of the group – The board and the committee are also of the view that the entrepreneurial spirit that has long infused the culture of the group and been key to its success and an important element in its decentralised business model, should be nurtured and encouraged. In this regard, the board and the committee are conscious of the characteristics of the entrepreneurial type of person that the group seeks to attract, retain and motivate: namely that they are highly effective people who “make things happen”; they are mobile – many of them have built and run businesses themselves; are confident in their own abilities; are much sought after as managers; and tend to be highly responsive to financial incentives and having “skin in the game”.

General salary increases

In June 2025 the committee approved, except where benchmarking, performance or promotion indicated a different increase was appropriate, average annual salary increases of 5% for those employees who earned above a threshold of R1.42 million per annum and 5.5% for those who earned below that threshold. This differentiation is a further step in addressing the remuneration gap. The Consumer Price Index (CPI) was an important reference point in

determining these increases. The average increases approved by the committee were higher than the published CPI increase. Khokhela Remuneration Advisors were engaged to benchmark average salary increases for the general body of staff against the market. The average of 5% for the higher paid level was a little below the average benchmark indicated by Khokhela, while the average of 5.5% for the majority of the workforce was very much in line with the benchmark.

Short-term incentives

The short-term bonuses for the senior executives are largely formula driven on criteria set at the beginning of the financial year and include earnings growth, return on capital and shareholder value added.

The group performed very well in 2025 under sustained difficult economic conditions. Notwithstanding these difficult circumstances, the group produced operating profit of R1.1 billion, 9% up on the previous year's; acquired two excellent businesses in FloSolve and Isotec, making initial cash payments of R284 million; reduced borrowings by R79 million; returned R327 million to shareholders in the form of dividends; held gross profit margins; reduced operating expenses outside acquisitions; and added intrinsic shareholder value of some R1.1 billion.

In these circumstances, and in keeping with our policy that the shareholders' returns and management incentives are aligned, the committee felt justified in ratifying bonuses totalling R32 million for the senior leadership cohort. The total bonus pool for the senior leadership cohort in 2023 was R34 million, and in 2024 it reduced by 15% to R29 million. This year the pool increased 10%, in line with the increases in comparable earnings and dividends per share.

The executive directors benefited in full in 2025 from the intrinsic shareholder value award, although in 2024 they did not benefit from it at all because the target was not achieved.

The model used to determine the intrinsic shareholder value creation incentive, which is regularly monitored by the board, is described in the fifth paragraph of the section headed “short-term performance-based remuneration” on page 74.

No discretionary awards were made to directors or other members of the executive committee.

Section 1: Background statement *continued*

Long-term incentives

Performance-based share appreciation bonus scheme

The concept behind this scheme is that the participants should benefit to the extent that the share price appreciates over the vesting period. Approximately 240 people, comprising the senior leadership cohort and the senior managers, participate in the scheme, with performance criteria applying to the senior leadership cohort. The performance criteria applicable to the senior leadership cohort are measured on return on equity and increase in comparable earnings per share (each with 50% weighting) over the life of each tranche, and must be met before these participants can benefit from any share price appreciation.

Retention-based share matching scheme

The committee views the share matching scheme as an important component of remuneration in the context of Hudaco. It involves the most senior executives (the senior leadership cohort) being encouraged to invest their own money in Hudaco shares on the basis that, after three years, the number of shares purchased, and held unencumbered, by the participant over the period is matched in the matching ratio with shares acquired in the market (so as not to dilute existing shareholders). Although it was originally put in place primarily as a retention incentive, the committee views the scheme as more than just a retention incentive. It encourages the leaders of the group to have “skin in the game” via a direct financial commitment of their own money, which aligns their interests directly with those of other shareholders. In terms of the scheme rules, the matching ratio is at the discretion of the committee. The committee is cognisant of the fact that the loss of business heads through emigration and for other opportunities remains a constant threat. This is a trend which the group can ill afford at this juncture, especially amongst the senior leadership cohort, which has proved itself yet again to be effective in steering the group through challenging times. Taking all of this into account, the committee felt it appropriate to keep the matching ratio unchanged for the 2026 financial year at 1:1 on an after-tax basis, which equates to approximately 1.8:1 pre-tax.

Remuneration of the senior leadership cohort

The general policy of the group is to remunerate the senior leadership cohort at the 50th quartile level for their respective job grades, with proven high performers remunerated up to a maximum of the 75th quartile. The implementation section of this remuneration report sets out in the required detail the remuneration of the executive directors, including the chief executive and the chief financial officer. The committee undertakes a benchmarking exercise by external consultants every second year. In June 2025, Khokhela Remuneration Advisors were engaged to benchmark the remuneration of the senior leadership cohort and found that, over the past two years, they had fallen well behind the market rate, particularly for high performers. Appropriate adjustments were made to align within the market ranges.

Future areas of focus

The remuneration committee is committed to continued improvement and forward-looking principles. Specifically:

To date, non-binding resolutions have been put to shareholders on the remuneration policy and the implementation report, with Hudaco offering to engage with the shareholders as necessary in the event of any significant dissenting votes on either resolution. In terms of new amendments to the Companies Act, binding ordinary resolutions must be put to shareholders for: the remuneration policy at least every three years (Section 30A); and a remuneration report annually (Section 30B). The change will be implemented once the relevant sections of the Companies Amendment Act come into effect, on a date yet to be proclaimed.

The Companies Amendment Act has also introduced additional disclosure requirements pertaining to the remuneration gap, pending proclamation of an effective date. Hudaco is managed on a decentralised business model so payroll-related systems had to be aligned across the group to facilitate and enhance collation of the relevant data for the new requirements. This alignment is complete and the required information will be available for the financial year ending 30 November 2026.

The committee is cognisant of the Fair Pay Bill, which is currently before parliament. The aim of the Bill is to promote remuneration transparency to help address the pay gap, gender pay and the issues linked to South Africa's Gini coefficient status. The bill is at an early stage in the legislative process so it too soon to assess its impact on the group, if any.

The principle of fair and responsible remuneration, and the remuneration gap in particular, will be considered again during 2026, as is done each year.

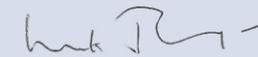
Remuneration consultants

In order to ensure remuneration is fair and market-related, all elements of remuneration are subject to regular benchmarking exercises. Every two years the committee engages remuneration consultants to advise on general salary increases and to benchmark remuneration of the senior leadership cohort against an appropriate peer group and to provide input on recent trends. This was done in June 2025 by Khokhela Remuneration Advisors, whom the committee satisfied itself were independent and objective. The exercise will next be done in 2027.

Achievement of stated objectives

Hudaco is strongly of the view that pay, working conditions and, at senior executive level, well considered performance measures linked to variable pay, are strong drivers of behaviour and performance.

The committee remains confident that Hudaco's remuneration policy is well aligned to its strategy and the interests of its stakeholders and has contributed to Hudaco's growth and resilience in a challenging economic climate over an extended period of time. We are satisfied that the remuneration objectives for the 2025 financial year were achieved and that the responsibilities delegated to the committee via its terms of reference were satisfactorily discharged.



MR Thompson

Chairman of the remuneration committee

24 February 2026

Section 2: The remuneration policy

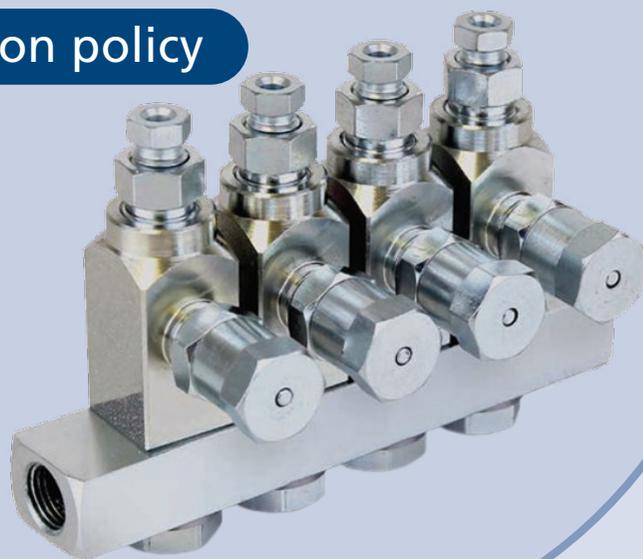
Hudaco has an integrated approach to remuneration strategy, in which remuneration components are aligned to strategic direction and financial returns. The group's remuneration philosophy is to ensure that employees are rewarded appropriately for their contribution to the execution of the strategy of Hudaco and its performance.

The remuneration policy is designed to attract, engage, retain and motivate the right diverse talent required to deliver sustainable growth and good returns. The policy recognises and rewards individual responsibility, performance and behaviour in the achievement of Hudaco's goals. The policy is applicable to all group employees but participation in short and long-term incentive schemes is dependent on an individual's role and level within the group.

The remuneration policy and the implementation thereof are focused on achieving a fair and sustainable balance between fixed guaranteed remuneration, short-term incentives and long-term incentives, having regard for the person's responsibilities.

Some of the principles adopted by Hudaco to drive fair and responsible remuneration include:

- equal pay for work of equal value, specifically addressing any income disparities based on gender or race;
- all employees of Hudaco having the opportunity to receive short-term bonus awards;
- annual increases on base salary being granted based on market conditions as well as individual and applicable business unit performance;
- up-skilling of low-paid employees;
- consideration being given to minimum wage legislative requirements; and
- all permanent employees having the opportunity to participate in benefits such as retirement funding, risk benefits and medical aid.



Hudaco is mindful of the remuneration gap within the group and has for many years therefore ensured that the percentage increases in base salary awarded to lower-paid employees have been generally greater than those awarded to the executive and senior management tiers.

Determination of performance incentives

Hudaco has various formal and informal frameworks for performance management that are directly linked to increases of fixed guaranteed remuneration and annual short-term incentive bonuses. Performance management and assessment sessions take place regularly throughout the group, where business performance, personal achievement of key performance indicators and delivery on key strategic imperatives are discussed.

Overview of remuneration

Hudaco's employees are critical to the achievement of the group's strategic objectives. Many of the business-critical skills that the group requires are in short supply and Hudaco recognises the importance of attracting, developing, retaining and motivating the best people to deliver on the group's business goals.

Employee remuneration, particularly fixed guaranteed remuneration, is a significant component of the group's total operating cost. Remuneration is structured to be competitive and relevant in the sectors in which the group operates. Variable remuneration, which pertains more strongly to more senior tiers, has the advantage of serving as an automatic cost reduction mechanism when returns are under pressure.

The remuneration policy is structured around the following key principles

Total rewards	Incentive-based rewards	Incentive plans, performance measures and targets	The design and implementation of long-term incentive schemes
Set at levels that are responsible and competitive within the relevant market.	Generally capped and earned through the achievement of demanding growth and return targets consistent with shareholder interests over the short, medium and long term. They include an element of potential clawback.	Structured to operate soundly throughout the business cycle.	Prudent and do not expose shareholders to dilution or unreasonable financial risk. While they are defined as equity-settled, it is policy not to issue new shares but to rather acquire shares in the market. Malus provisions apply, whereby awards may be forfeited under certain circumstances.

Section 2: The remuneration policy *continued*

General employees' remuneration

The total remuneration mix for the general body of staff consists of guaranteed pay and benefits (fixed guaranteed remuneration) as well as a short-term bonus award.

Fixed guaranteed remuneration is monitored and benchmarked on a regular basis. Remuneration levels are set considering industries, sectors and geographies from which skills are acquired or to which skills are likely to be lost, the general market and the market in which each business operates. They are designed to meet each business' industry and operational needs as well as strategic objectives. The structure for unionised employees is driven by collective bargaining and sectoral determinations. General adjustments to guaranteed pay are effective from 1 July each year. In unionised environments, collective bargaining arrangements may come into operation at other agreed times. Annual increase parameters are set using guidance from group budgeting processes, market movements, individual performance, the performance of the business and any other relevant factors. Increases above inflation depend on the factors set out above.

Hudaco pays short-term bonuses aligned to best practice and in some instances this may include a guaranteed bonus equal to one month's salary. However, in most cases bonuses depend on the performance of the individual and of the business in which they are employed.

Employees at the business executive and senior manager levels (approximately 240 people) also qualify for participation in the group's share appreciation scheme.

Other benefits include pension and provident fund membership, medical aid membership and medical expense gap cover, death and disability insurance, funeral cover and in some cases travel allowances or the use of company-owned vehicles. Hudaco considers the provision of these benefits to be a socially responsible employment practice.

Remuneration of the senior leadership cohort and business level executives

Members of the senior leadership cohort (the most senior, approximately 15 executives) are responsible for leading others and taking significant decisions about the short and long-term operation of the business, its assets, funders and employees. They require specific skills and experience and are held to a higher level of accountability. Hudaco's remuneration policy is formulated to attract and retain high-calibre executives and motivate them to develop and

implement the group's strategy to optimise long-term shareholder value. It also seeks to align the entrepreneurial ethos and long-term interests of the senior management with those of the shareholders, while not diluting the equity stake of existing shareholders. The senior management remuneration policy places a significant portion of total remuneration "at risk" whilst not encouraging behaviour contrary to the company's approach to risk management and ethical conduct. The group's general philosophy for executive remuneration is that the performance-based pay of the senior leadership cohort and business level executives should form a significant portion of their expected total compensation. There should also be an appropriate balance between rewarding operational performance (through annual incentive bonuses) and rewarding long-term sustainable performance (through share-based incentives).

The total remuneration mix consists of guaranteed pay and benefits (fixed guaranteed remuneration) and short and long-term incentives. The ratios within the remuneration mix differ depending on seniority levels and responsibilities.

The group's remuneration structure for the senior leadership cohort and business level executives has three elements:

- fixed guaranteed remuneration on a cost-to-company basis;
- short-term performance-related remuneration, based on annual results and the achievement of non-financial objectives; and
- long-term (three to five years) remuneration linked to share price appreciation and therefore long-term value-adding performance.

To ensure remuneration is market-related, all elements of remuneration are subject to regular benchmarking exercises.

The board believes that the group's remuneration policy aligns senior management's interests with those of the stakeholders by promoting and measuring performance that drives long-term sustained shareholder wealth.

Fixed guaranteed remuneration

The remuneration policy starting point is for fixed guaranteed remuneration to be close to the median of comparable positions as a general guideline. The remuneration committee then exercises discretion to place individuals above or below the median.

Generally, similar types of benefits are offered to all permanent employees, but defensible differentiation is applied having regard for the size and complexity of the position, the need to attract and retain certain skills and individual performance.

Past and expected future performance of each individual, as well as inflation and benchmarking against salary trends, are used as a basis for remuneration reviews. Other benefits funded from the total cost-to-company fixed remuneration package include a provident fund with group life and disability insurance, funeral cover, medical aid membership, medical expense gap cover and travel allowances or, in some cases, the use of a company-owned vehicle. Providing these benefits is considered market competitive.

Short-term performance-based remuneration

The senior leadership cohort and business level executives are eligible to receive performance-related annual bonuses. The bonus is non-contractual and not pensionable. The remuneration committee reviews the individual bonuses of the senior leadership cohort annually and determines the level of each bonus primarily based on performance criteria set at the beginning of the performance period. Where there are exceptional circumstances or compelling reasons, other factors may be taken into account. All the bonuses in the group are subject to approval at least one level above the person's direct manager.

Short-term performance-related remuneration for executive directors is based primarily on a pre-determined return on equity range, which is capped, the achievement of comparable earnings per share growth and intrinsic shareholder value-added. For 2026, no ROE bonus will be paid if ROE is below 14% and the primary target is 17%. As a stretch target, a cap will be reached at ROE of 23%. Further detail on these bands is set out in the implementation section of this report. Any impairments of goodwill are excluded when calculating ROE for this purpose because IFRS does not allow the recognition of increases in goodwill or reinstatement of impaired goodwill. While the payment for comparable earnings per share growth is not capped, it is subject to partial clawback and increases more steeply once this growth exceeds 15%. Intrinsic shareholder value of R20 per share must be added to achieve the maximum capped bonus for that component. For Ernie Smith, a portion of the short-term incentive is aligned with the incentives of the other executive directors and the balance is on the same metrics as for other members of the senior leadership cohort.

A portion of the executive directors' possible performance-related earnings is subject to the achievement of non-financial objectives, determined from time to time but at longest annually, up to a maximum of 25% of fixed guaranteed remuneration. In the interests of corporate agility in responding to market conditions, opportunities

Section 2: The remuneration policy *continued*

or threats, non-financial objectives are fluid and may be added or modified during a financial year if the business imperative warrants it. The board is of the view that it would be inappropriate to disclose the specific non-financial objectives of the executive directors as in many cases these involve business strategy and tactics which, if revealed to competitors, customers, or suppliers, could be harmful to the business. Non-financial objectives can include: management of relationships with key suppliers and key customers; identification and integration of new product lines, suppliers, branch locations or customers; acquisition identification and/or integration; customer satisfaction and retention; B-BBEE scores and development of black managers; succession planning; IT system effectiveness and cyber security; logistical efficiency; performance in QHSE, sustainability, corporate governance and risk management assessments; strengthening organisation culture; ethical leadership and integrity; driving continuous improvement; and mentoring future leaders.

For the other members of the senior leadership cohort, performance-based remuneration is linked to a combination of the achievement of appropriate returns on net tangible operating assets (capped) and annual growth in operating profit (uncapped) in the businesses under their direction. A portion of potential performance-related earnings for the senior leadership cohort, other than executive directors, is subject to the achievement of non-financial objectives, determined from time to time but at longest annually, up to a maximum of 14% of fixed guaranteed remuneration.

An incentive directly linked to increasing intrinsic shareholder value, and limited to 15% of their fixed guaranteed remuneration, is offered to the executive directors. The concept behind the incentive is that, using a standard point-in-time valuation methodology, as used by professional investment advisers, the value of the shares as at the beginning of the year is determined and, using the same methodology and capitalisation multiple, the value of the shares, including cash returned to shareholders during the year, is determined as at the end of the year. The aim of the model is to simulate the total shareholder return for the financial year.

The executive directors will be entitled to receive the full 15% of their guaranteed remuneration if the intrinsic value per share so calculated increases by the target per share or more, with a pro-rata entitlement to bonus for lesser (but positive) increases after accounting for the cost of the incentive. For the 2025 financial year the target intrinsic value increase per share was again set at R20, which represents an attractive return for shareholders. A clawback policy would apply if the value were to decline in the following year. The committee

had the discretion to make any adjustments to the 2025 valuation that it deemed necessary to ensure a fair comparison, but none was warranted.

As a retention and “skin in the game” strategic alignment strategy, the senior leadership cohort are encouraged to invest a portion of their maximum potential bonuses in Hudaco shares. Refer to the section headed “Retention-based share matching rights”.

Long-term remuneration

Long-term performance-related remuneration is linked to the appreciation of the Hudaco share price. There are two long-term schemes currently in place: share appreciation bonus rights as a long-term performance incentive and a share matching scheme for retention and executive “skin in the game”. These schemes are described in more detail below.

If a participant’s employment terminates due to resignation or dismissal before the vesting date, all unvested share appreciation rights and share matching rights are forfeited.

Performance-based share appreciation rights

Share appreciation rights are awarded to the senior leadership cohort and senior managers (approximately 240 people).

Share appreciation bonus rights are awarded every year. Participants in the scheme are paid a bonus, settled in Hudaco shares (which Hudaco acquires on the open market for that purpose) and equal to the appreciation in the market value (calculated on a 10-day VWAP) of a pre-determined number of Hudaco shares from the award date to the exercise date, which may not be earlier than the vesting date of a tranche. Tranches vest on the third, fourth and fifth anniversaries after the award. Participants may elect to defer the right to the bonus for up to four years after vesting. The number of rights awarded to the executive committee members is based on the participant’s level of seniority and fixed guaranteed remuneration.

The performance requirement for grants to vest, which applies only to the senior leadership cohort (approximately 15 people), is set by the remuneration committee and comprises two elements:

- Portion is dependent on the achievement of a pre-determined average return on equity from the date of award to the vesting date (between 14% and 16% for the 2025 award); and
- Portion is dependent on the achievement of a cumulative increase in comparable earnings per share of CPI between the date of the

award and the vesting date, for the 2025 grant. For grants that were awarded in better economic conditions the requirement is higher at CPI plus 3% or CPI plus 5%.

The remuneration committee determines an appropriate performance level and split between the two elements for each award based on conditions prevailing at the time it was made and the requirement is not changed thereafter. For the 2025 grant, the split between return on equity and increase in comparable earnings per share is 50% each.

In several instances, the senior leadership cohort have not derived any financial benefits from share appreciation awards as a result of performance factors not being met or the market price being below award price, or both.

Because performance requirements of this share appreciation rights scheme do not apply to senior managers, they benefit from any increase in the share price, this scheme serves also as a retention scheme for that level of participant.

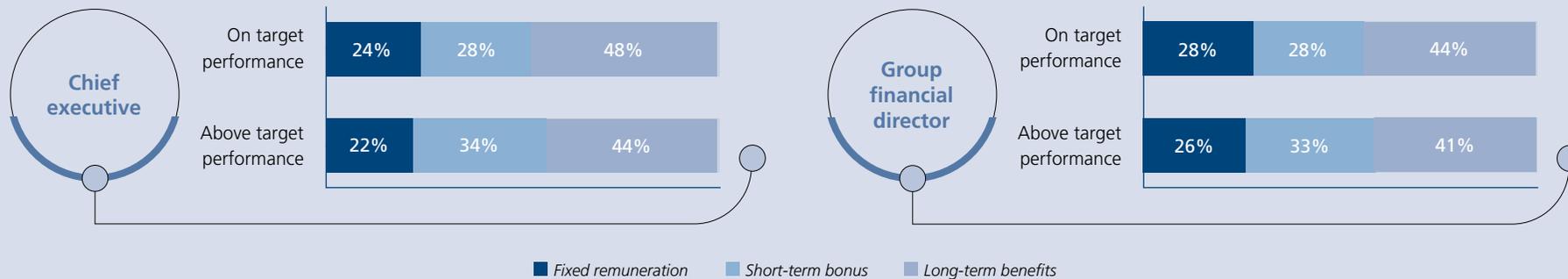
Retention-based share matching rights

To serve as a retention strategy, to better align their interests with those of shareholders and to ensure that these executives have capital at risk in Hudaco, a share matching arrangement exists for the senior leadership cohort (the approximately 15 most senior people in the group). Participants are encouraged to invest in Hudaco shares up to a maximum of 50% of their maximum potential pre-tax short-term incentive-based remuneration. These shares are to be acquired by the participants on the open market. Provided the participant holds these shares and remains in the employ of Hudaco for the matching period (normally three years), the company will match the number of shares at the matching ratio by acquiring shares on the open market for the benefit of the participant, at the end of the matching period. The remuneration committee determines the matching ratio at the time the invitation to invest is extended to the executives. The committee wishes to encourage the senior leadership cohort to invest more of their own personal wealth in the company, thereby increasing their “skin in the game”, further aligning their interests with those of the shareholders and binding them more tightly to the company. In the circumstances, for 2026 the committee decided to again invite the senior leadership cohort to invest up to 50% of their maximum potential bonus in the scheme at a post-tax matching ratio of 1:1, which approximates 1.8:1 before tax. The rationale for this long-term incentive is further explained in the background statement, specifically on page 71.

Section 2: The remuneration policy *continued*

Comprehensive remuneration of the chief executive and group financial director

The breakdown of the potential comprehensive remuneration of the chief executive and group financial director can be depicted graphically as follows:



Service contracts of executives

The senior leadership cohort are appointed for an unspecified open-ended period subject to Hudaco's standard terms and conditions of employment, which provide for retirement at age 65. For all these executives, the notice period is at least three months. No contractual payments are due to any of them on termination of employment. If there is a change of control of the company, share appreciation and share matching rights vest, but there are no other contractual payments due.

Graham Dunford and Barry Fieldgate have restraint of trade agreements that apply for three years after termination of employment. These were put in place at the time Hudaco acquired the businesses they had owned. No other executive has a restraint of trade agreement.

Non-executive directors' remuneration

Non-executive directors are appointed to the Hudaco Industries Limited board based on their specific skills and their ability to contribute competence, insight and experience appropriate to assisting the group to achieve its objectives. Non-executive directors are remunerated for their membership of the board of Hudaco and board committees. They understand their duties and responsibilities and what is expected from them as non-executive directors.

The non-executive directors are paid a base fee and are required to forfeit a specific penalty for non-attendance of a meeting.

Non-executive directors do not participate in any of Hudaco's long or short-term incentive arrangements.

The board recommends the fees payable to the chairman and non-executive directors for approval by the shareholders. Proposals for fees are prepared by management, for consideration by the remuneration committee and the board. Consideration has been given to the significant responsibility placed on non-executive directors due to the burdensome legal and regulatory requirements and the commensurate risks assumed. Benchmarking information of companies of similar size and complexity are factors considered when reviewing the annual fees. At the AGM in March 2024 the remuneration for the individual non-executive roles was aligned with the results of an independent benchmarking exercise conducted by Khokhela Remuneration Advisors. At the March 2025 AGM, shareholders approved an increase of 5.5%. The proposed increase being put to shareholders at the March 2026 AGM is 5%, which aligns with the average general increases awarded to the senior leadership cohort.

Non-binding advisory vote

As the effective date of the relevant sections of the Companies Amendment Act has not yet been proclaimed, Hudaco will table its remuneration policy and implementation report for two separate non-binding advisory votes at the upcoming annual general meeting, as before. If 25% or more of the shareholders vote against either resolution at the annual general meeting, the board will invite the identifiable dissenting shareholders to engage with the remuneration committee on their concerns.



Section 3: Implementation of the remuneration policy



The group had no prescribed officers for the financial year. Prescribed officers are persons, not being directors, who either alone or with others exercise executive control and management over the whole or a significant portion of the business of the company.

During the year under review, no executive director's employment or office was terminated and no payments were made in this regard. No *ex gratia* payment was made to any director or other executive.

There was no deviation from the remuneration policy and the committee is satisfied that the remuneration policy achieved its objectives in the 2025 financial year.

Fair and responsible remuneration

Hudaco continues to work on ensuring that there is fair and responsible remuneration within the group. The principle of equal pay for work of equal value and the elimination of any gender-based pay gap is a priority. The fixed guaranteed remuneration of the senior leadership cohort was benchmarked by Khokhela Remuneration Advisors in June 2025 against companies with similar size, complexity and geographical spread. This benchmarking exercise demonstrated that the remuneration of the senior leadership cohort had fallen behind market levels over the previous two years so average increases of 9.2% were granted to bring it back in line with the market. Increases for those members of the general body of staff whose remuneration exceeded R1.42 million were authorised at an average of 5% and increases for those whose remuneration was below R1.42 million at an average of 5.5%. A similar differentiation has been applied for several years.

There were no amounts carried over from 2024 potentially subject to clawback. The bonuses of the senior leadership cohort as a percentage of fixed remuneration, were the same in 2025 as in 2024, whereas in 2024 they had been 22% lower than in 2023. For the general body of staff the percentage was unchanged. This is consistent with the policy of having more remuneration at risk for senior management.

In 2025, 712 138 (2024: 705 146) share appreciation rights were awarded to a total of 227 people. For the share appreciation rights awarded to the senior leadership cohort to vest, performance conditions must be met. Rights awarded to the other 210 participants do not have performance conditions.

The highest paid employee is the chief executive, whose remuneration is detailed below, and group policy is that the lowest paid employees earn in excess of the minimum wage. We will continue to work on addressing the pay gap and taking reasonable steps to mitigate it.

Section 3: Implementation of the remuneration policy *continued*

Executive directors' remuneration for the year ended 30 November 2025

Graham Dunford – *Group chief executive*

R000	Fixed remuneration	Retirement fund contributions	Other benefits	Short-term incentive bonus	Total before share-based payments	Value of long-term incentives awarded during the year	Total remuneration
2025	7 167	1 136	209	11 300	19 812	13 730	33 542
2024	6 641	1 009	213	9 250	17 113	14 980	32 093

Fixed guaranteed remuneration and benefits

Graham's total fixed cost-to-company remuneration increased by 12.2% on 1 July 2025 from R8 020 000 to R9 000 000 after his position had been externally benchmarked by Khokhela Remuneration Advisors in June 2025 against companies with a similar size, complexity and geographical spread.

Annual short-term incentive bonus

The following short-term incentive performance criteria and weightings, as determined by the remuneration committee, were used to calculate Graham's annual bonus of R11 300 000 (2024: R9 250 000), rounded.

2025 measure	Target	Bonus % available	Measure achieved 2025	Maximum bonus % available	Bonus % achieved
Measurement	Target				
Return on equity	Minimum: 14%	nil	19.5%	54%	48.17%
	Primary: 14% – 17%	10% – 44%			
	Stretch: 17% – 23%	0% – 10%			
Increase in ceps	Below 2024	nil	9.6%	63%	39.20%
	Primary: 2024 plus 0% – 10%	20% – 40%		uncapped	
	Stretch: 2024 plus 10% – 15%	0% – 23%		but subject to clawback	
Increase in intrinsic value	R20 per share	0% – 15%	R39	15%	15.00%
Personal non-financial objectives				25%	23.00%
Total percentage of guaranteed fixed remuneration payable				157% + ceps stretch	125.37%

Section 3: Implementation of the remuneration policy *continued***Performance-based share appreciation bonus scheme**

In line with long-term incentive benchmarks for executive directors, on 25 July 2025 Graham was awarded 82 500 share appreciation bonus rights to be measured off a 10-day VWAP base of R182.88 per share. Subject to the performance criteria, half of the allocation will vest three years from the allocation date with the other half vesting at the end of year four. He was not awarded a third tranche because its vesting date would be after his scheduled retirement date.

On 18 July 2025 Graham exercised 501 rights awarded in 2016 at a base price of R102.93, 1 155 rights awarded in 2017 at a base price of R125.10 and 3 502 rights awarded in 2018 at a base price of R149.51. These rights were exercised at a 10-day VWAP of R182.94, resulting in a gain, settled by the delivery of 1 223 Hudaco shares acquired by the company on the open market at R230 934.

He forfeited 18 280 rights because the performance factors were not met in full.

Graham has the following rights in terms of the share appreciation bonus scheme:

	Out-standing rights beginning of year	Strike price R	Granted during the year	Taken up during the year	Forfeited during the year	Out-standing rights end of year	Date granted	Number of tranches	Date benefit to be determined	Prospects of meeting performance requirements	Estimated value at end of year R000
2025	585 397		82 500	5 158	18 280	644 459					
	3 437	102.93		501	2 936		20-Jul-16	3	Jul 19 – Jul 25	Partial	Nil
	17 290	125.10		1 155	7 490	8 645	24-Jul-17	3	Jul 20 – Jul 26	Partial	394
	34 068	149.51		3 502	7 854	22 712	23-Jul-18	3	Jul 21 – Jul 27	Partial	546
	3 153	117.27				3 153	26-Jul-19	3	Jul 22 – Jul 28	Good	210
	78 334	68.37				78 334	27-Jul-20	3	Jul 23 – Jul 29	Very good	9 183
	94 365	124.91				94 365	09-Jul-21	3	Jul 24 – Jul 30	Very good	5 701
	122 100	146.50				122 100	29-Jul-22	3	Jul 25 – Jul 31	Very good	4 774
	120 000	158.63				120 000	17-Jul-23	3	Jul 26 – Jul 32	Very good	3 236
	112 650	178.13				112 650	29-Jul-24	3	Jul 27 – Jul 33	Good	841
		182.88	82 500			82 500	25-Jul-25	2	Jul 28 – Jul 33	Too soon	Nil
2024	673 544		112 650	171 285	29 512	585 397					
	15 120	125.24			15 120		10-Jul-15	3	Jul 18 – Jul 24	Partial	Nil
	10 196	102.93		3 322	3 437	3 437	20-Jul-16	3	Jul 19 – Jul 25	Partial	166
	32 865	125.10		4 620	10 955	17 290	24-Jul-17	3	Jul 20 – Jul 26	Partial	982
	34 068	149.51				34 068	23-Jul-18	3	Jul 21 – Jul 27	Partial	1 157
	47 528	117.27		44 375		3 153	26-Jul-19	3	Jul 22 – Jul 28	Good	256
	156 667	68.37		78 333		78 334	27-Jul-20	3	Jul 23 – Jul 29	Very good	10 350
	135 000	124.91		40 635		94 365	09-Jul-21	3	Jul 24 – Jul 30	Very good	7 101
	122 100	146.50				122 100	29-Jul-22	3	Jul 25 – Jul 31	Very good	6 593
	120 000	158.63				120 000	17-Jul-23	3	Jul 26 – Jul 32	Very good	5 024
		178.13	112 650			112 650	29-Jul-24	3	Jul 27 – Jul 33	Too soon	Nil

Section 3: Implementation of the remuneration policy *continued*

Retention-based share matching scheme

In terms of Hudaco's retention-based share matching scheme, Graham was entitled to make a three-year investment to the value of up to 50% of his 2025 potential maximum short-term incentive bonus in Hudaco shares. Graham elected to make the maximum commitment of 50%, amounting to R6 295 700. To achieve this, on 18 February 2025 when the market price was R200.54 per share, Graham committed to the scheme 31 393 shares, which will be matched at a ratio of 1:1 post-tax, so he received 1.818 rights for each share.

In February 2025 Graham exercised the rights granted to him in 2022, so between 18 February and 20 February 2025 the company purchased for him 62 198 shares, in the open market at a weighted average price of R201.91 per share and a total consideration of R12 558 523.

Based on his potential maximum short-term bonus, he is entitled to commit to the scheme further shares up to a maximum value of R7 065 000 by 7 April 2026.

These shares will be matched in 2029 at a ratio of 1:1 post-tax, which approximates 1.8:1 before tax, as set out in the background statement, specifically on page 71.

Graham Dunford holds rights to matching shares in terms of the share matching scheme as follows:

Year invested	2025	2024	2023	2022	2021	Total
Year of vesting	2028	2027	2026	2025	2024	
Rights at 30 November 2023			61 585	62 198	185 974	309 757
Granted during year		67 101				67 101
Exercised during year					(185 974)	(185 974)
Rights at 30 November 2024		67 101	61 585	62 198		190 884
Granted during year	57 078					57 078
Exercised during year				(62 198)		(62 198)
Rights at 30 November 2025	57 078	67 101	61 585			185 764

Section 3: Implementation of the remuneration policy *continued*

Clifford Amoils – Group financial director

R000	Fixed remuneration	Retirement fund contributions	Other benefits	Short-term incentive bonus	Total before share-based payments	Value of long-term incentives awarded during the year	Total remuneration
2025	4 269	652	222	5 800	10 943	1 822	12 765
2024	3 943	604	209	4 600	9 356	3 314	12 670

Fixed guaranteed remuneration and benefits

Clifford's total fixed cost-to-company remuneration increased by 10.8% on 1 July 2024 from R4 875 000 to R5 400 000 after his position had been externally benchmarked by Khokhela Remuneration Advisors in June 2025 against companies with a similar size, complexity and geographical spread.

Annual short-term incentive bonus

The following short-term incentive performance criteria and weightings, as determined by the remuneration committee, were used to calculate Clifford's annual bonus of R5 800 000 (2024: 4 600 000), rounded.

2025 measure	Target	Bonus % available	Measure achieved 2025	Maximum bonus % available	Bonus % achieved
Measurement	Target				
Return on equity	Minimum: 14%	nil	19.5%	44%	38.17%
	Primary: 14% – 17%	10% – 34%			
	Stretch: 17% – 23%	0% – 10%			
Increase in ceps	Below 2024	nil	9.6%	46%	30.36%
	Primary: 2024 plus 0% – 10%	15% – 31%		uncapped	
	Stretch: 2024 plus 10% – 15%	0% – 15%		but subject to clawback	
Increase in intrinsic value	R20 per share	0% – 15%	R39	15%	15.00%
Personal non-financial objectives				25%	23.00%
Total percentage of guaranteed fixed remuneration payable				130% + ceps stretch	106.53%

Section 3: Implementation of the remuneration policy *continued*

Performance-based share appreciation bonus scheme

In July 2025, Clifford was not awarded any share appreciation rights as his scheduled retirement date is well within the three year vesting period. On 18 July 2025 Clifford exercised 237 rights awarded in 2016 at a base price of R102.93, 538 rights awarded in 2017 at a base price of R125.10 and 1 476 rights awarded in 2018 at a base price of R149.51. These rights were exercised at a 10-day VWAP of R182.94, resulting in a gain, settled by the delivery of 542 Hudaco shares acquired by the company on the open market at R102 343.

He forfeited 8 200 rights because the performance factors were not met in full.

Clifford has the following rights in terms of the share appreciation bonus scheme:

	Out-standing rights beginning of year	Strike price R	Granted during the year	Taken up during the year	Forfeited during the year	Out-standing rights end of year	Date granted	Number of tranches	Date benefit to be determined	Prospects of meeting performance requirements	Estimated value at end of year R000
2025	132 589			2 251	8 200	122 138					
	1 630	102.93		237	1 393		20-Jul-16	3	Jul 19 – Jul 25	Partial	Nil
	8 068	125.10		538	3 496	4 034	24-Jul-17	3	Jul 20 – Jul 26	Partial	184
	14 362	149.51		1 476	3 311	9 575	23-Jul-18	3	Jul 21 – Jul 27	Partial	230
	1 339	117.27				1 339	26-Jul-19	3	Jul 22 – Feb 28	Good	90
	33 200	68.37				33 200	27-Jul-20	3	Jul 23 – Feb 28	Very good	3 892
	33 730	124.91				33 730	09-Jul-21	3	Jul 24 – Feb 28	Very good	221
	28 900	146.50				28 900	29-Jul-22	2	Jul 25 – Feb 28	Very good	1 130
	11 360	158.63				11 360	17-Jul-23	1	Jul 26 – Feb 28	Very good	306
2024	248 670			102 756	13 325	132 589					
	7 661	125.24			7 661		10-Jul-15	3	Jul 18 – Jul 24	Partial	Nil
	4 836	102.93		1 576	1 630	1 630	20-Jul-16	3	Jul 19 – Jul 25	Partial	79
	15 337	125.10		3 235	4 034	8 068	24-Jul-17	3	Jul 20 – Jul 26	Partial	458
	43 000	149.51		28 638		14 362	23-Jul-18	3	Jul 21 – Jul 27	Partial	488
	20 176	117.27		18 837		1 339	26-Jul-19	3	Jul 22 – Jul 27	Good	109
	66 400	68.37		33 200		33 200	27-Jul-20	3	Jul 23 – Jul 27	Very good	4 387
	51 000	124.91		17 270		33 730	09-Jul-21	3	Jul 24 – Jul 27	Very good	2 536
	28 900	146.50				28 900	29-Jul-22	2	Jul 25 – Jul 27	Very good	1 561
	11 360	158.63				11 360	17-Jul-23	1	Jul 26 – Jul 27	Very good	476

Section 3: Implementation of the remuneration policy *continued*

Retention-based share matching scheme

In terms of Hudaco’s retention-based share matching scheme, Clifford was entitled to make an investment in Hudaco shares to the value of up to R1 144 270, based on his 2025 potential maximum short-term incentive bonus, pro-rated to his scheduled retirement date. Clifford elected to make the maximum commitment, amounting to R1 144 270. To achieve this, on 18 February 2025 when the market price was R200.54 per share, Clifford committed to the scheme 5 705 shares, which will be matched when he retires at a ratio of 1:1 post-tax so he received 1.818 rights for each share.

In February 2025 Clifford exercised the rights granted to him in 2022, so between 18 February and 20 February 2025 the company purchased for him 31 069 shares, in the open market at a weighted average price of R201.91 per share and a total consideration of R6 273 204.

Based on his potential maximum short-term bonus, he is entitled to commit to the scheme further shares up to a maximum value of R1 170 000 by 7 April 2026.

These shares will be matched in 2027 (his revised retirement) at a ratio of 1:1 post-tax, which approximates 1.8:1 before tax, as set out in the background statement, specifically on page 71.

Clifford Amoils holds rights to matching shares in terms of the share matching scheme as follows:

Year invested	2025	2024	2023	2022	2021	Total
Year of vesting	2027*	2027*	2026	2025	2024	
Rights at 30 November 2023			30 973	31 069	92 523	154 565
Granted during year		23 404				23 404
Exercised during year					(92 523)	(92 523)
Rights at 30 November 2024		23 404	30 973	31 069		85 446
Granted during year	10 372					10 372
Exercised during year				(31 069)		(31 069)
Rights at 30 November 2025	10 372	23 404	30 973			64 749

* Revised date of retirement.

Section 3: Implementation of the remuneration policy *continued*Ernie Smith – *Executive director*

R000	Fixed remuneration	Retirement fund contributions	Other benefits	Short-term incentive bonus	Total before share-based payments	Value of long-term incentives awarded during the year	Total remuneration
2025	3 997	603	168	5 150	9 918	6 396	16 314
2024	3 460	524	172	4 100	8 256	6 069	14 325

Fixed guaranteed remuneration and benefits

Ernie's total fixed cost-to-company remuneration increased by 11.1% on 1 July 2025 from R4 500 000 to R5 000 000 after his position had been externally benchmarked by Khokhela Remuneration Advisors in June 2025 against companies with a similar size, complexity and geographical spread.

Annual short-term incentive bonus

The following short-term incentive performance criteria and weightings, as determined by the remuneration committee, were used to calculate Ernie's annual bonus which amounted to R5 150 000 (2024: R4 100 000), rounded.

2025 measure	Measurement	Target	Bonus % available	Measure achieved 2025	Maximum bonus % available	Bonus % achieved
Return on net tangible operating assets		Varies by business		Varies by business	35.17%	26.25%
Operating profit		Primary – Varies by business Stretch		Varies by business	35.17% uncapped but subject to clawback	29.74%
Return on equity		Minimum: 14% Primary: 14% – 17% Stretch: 17% – 23%	nil 3.30% – 11.22% 0% – 3.3%	19.5%	14.50%	12.60%
Increase in ceps		Below 2024 Primary: 2024 plus 0% – 10% Stretch: 2024 plus 10% – 15%	nil 4.95% – 10.23% 0% – 4.95%	9.6%	15.16% uncapped but subject to clawback	10.02%
Increase in intrinsic value		R20 per share	0% – 5%	R39	5%	5.00%
Personal non-financial objectives					25%	18.60%
Total percentage of guaranteed fixed remuneration payable					130% + profit and ceps stretch	102.21%

Section 3: Implementation of the remuneration policy *continued*

Performance-based share appreciation bonus scheme

In line with long-term incentive benchmarks for executive directors, on 25 July 2025 Ernie was awarded 38 250 share appreciation bonus rights to be measured off a 10-day VWAP base of R182.88. Subject to the performance criteria, one-third of the allocation will vest three years from the allocation date with another third vesting at the end of year four and the balance at the end of year five.

On 18 July 2025 Ernie exercised 1 749 rights awarded in 2018 at a base price of R149.51. These rights were exercised at a 10-day VWAP of R182.94, resulting in a gain, settled by the delivery of 319 Hudaco shares acquired by the company on the open market at R60 235.

He forfeited 1 310 rights because the performance factors were not met in full.

Ernie has the following rights in terms of the share appreciation bonus scheme:

	Out-standing rights beginning of year	Strike price R	Granted during the year	Taken up during the year	Forfeited during the year	Out-standing rights end of year	Date granted	Number of tranches	Date benefit to be determined	Prospects of meeting performance requirements	Estimated value at end of year R000
2025	161 936		38 250	1 749	1 310	197 127					
	5 678	149.51		1 749	1 310	2 619	23-Jul-18	3	Jul 21 – Jul 27	Partial	63
	528	117.27				528	26-Jul-19	3	Jul 22 – Jul 28	Good	36
	29 166	68.37				29 166	27-Jul-20	3	Jul 23 – Jul 29	Very good	3 419
	25 164	124.91				25 164	09-Jul-21	3	Jul 24 – Jul 30	Very good	1 502
	32 400	146.50				32 400	29-Jul-22	3	Jul 25 – Jul 31	Very good	1 267
	33 600	158.63				33 600	17-Jul-23	3	Jul 26 – Jul 32	Very good	906
	35 400	178.13				35 400	29-Jul-24	3	Jul 27 – Jul 33	Good	264
		182.88	38 250			38 250	25-Jul-25	3	Jul 28 – Jul 34	Too soon	Nil
2024	173 983		35 400	47 447		161 936					
	5 678	149.51				5 678	23-Jul-18	3	Jul 21 – Jul 27	Partial	193
	7 972	117.27		7 444		528	26-Jul-19	3	Jul 22 – Jul 28	Good	43
	58 333	68.37		29 167		29 166	27-Jul-20	3	Jul 23 – Jul 29	Very good	3 854
	36 000	124.91		10 836		25 164	09-Jul-21	3	Jul 24 – Jul 30	Very good	1 894
	32 400	146.50				32 400	29-Jul-22	3	Jul 25 – Jul 31	Very good	1 750
	33 600	158.63				33 600	17-Jul-23	3	Jul 26 – Jul 32	Very good	1 407
		178.13	35 400			35 400	29-Jul-24	3	Jul 27 – Jul 33	Too soon	Nil

Section 3: Implementation of the remuneration policy *continued*

Retention-based share matching scheme

In terms of Hudaco's retention-based share matching scheme, Ernie was entitled to make a three-year investment to the value of up to 50% of his 2025 potential maximum short-term incentive bonus in Hudaco shares. Ernie elected to make the maximum commitment of 50%, amounting to R2 925 000. To achieve this, on 18 February 2025 when the market price was R200.54 per share, Ernie committed to the scheme 14 585 shares, which will be matched at a ratio of 1:1 post-tax so he received 1.818 rights for each share.

In February 2025, Ernie exercised rights granted to him in 2022, so between 18 February and 20 February 2025 the company purchased for him 14 691 shares in the open market at a weighted average price of R201.91 per share and a total consideration of R2 966 289.

Based on his potential maximum short-term bonus, he is entitled to commit to the scheme further shares up to a maximum value of R3 250 000 by 7 April 2026.

These shares will be matched in 2029 at a ratio of 1:1 post-tax, which approximates 1.8:1 before tax, as set out in the background statement, specifically on page 71.

Ernie Smith holds rights to matching shares in terms of the share matching scheme as follows:

Year invested	2025	2024	2023	2022	2021	Total
Year of vesting	2028	2027	2026	2025	2024	
Rights at 30 November 2023			15 025	14 691	18 182	47 898
Granted during year		30 627				30 627
Exercised during year					(18 182)	(18 182)
Rights at 30 November 2024		30 627	15 025	14 691		60 343
Granted during year	26 518					26 518
Exercised during year				(14 691)		(14 691)
Rights at 30 November 2025	26 518	30 627	15 025			72 170

Section 3: Implementation of the remuneration policy *continued*

Non-executive directors' remuneration

Non-executive directors' remuneration for the year ended 30 November 2025

R000 (excluding VAT)	2025	2024
SJ Connelly	1 426	1 350
B Bulo	898	749
N Mandindi [#]	779	823
ET Moabi*	243	
MR Thompson	920	857
Total	4 266	3 779

[#] N Mandindi retired from the board with effect from 31 October 2025.

* ET Moabi was appointed to the board with effect from 1 July 2025.



Proposed non-executive directors' fees for 2026/2027

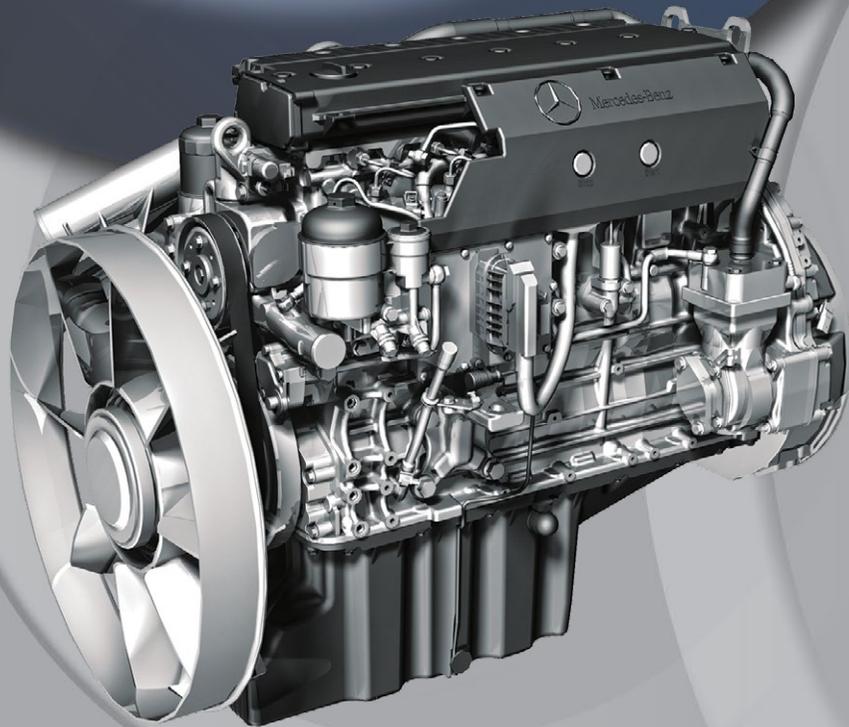
At Hudaco's annual general meeting to be held on 26 March 2026, shareholders will be requested to approve the non-executive directors' fees for the period 1 April 2026 until 31 March 2027 as set out below. These non-executive directors' fees were benchmarked against those of similar companies in the market in January 2024 by Khokhela Remuneration Advisors and increased by 5.5% in 2025. The proposal now is to increase them by 5% from those of the past year, which accords with the average general increase awarded to the senior leadership cohort.

R000 (excluding VAT)	Proposed 2026/27	
	Base fee	Penalty for non-attendance
Board		
Chairman of the board	1 524*	29
Lead independent non-executive	452	25
Board member	408	20
Audit and risk management committee		
Chairman of the committee	335	27
Committee member	196	20
Remuneration committee		
Chairman of the committee	235	27
Committee member	115	19
Nomination committee		
Chairman of the committee	*	20
Committee member	100	15
Social and ethics committee		
Chairman of the committee	217	27
Committee member	102	16

* All-inclusive fee.

The penalty incurred for non-attendance as chairman of a meeting would be paid to the member who stood in as chairman at that meeting. The fee for additional meetings would be: chairman – R41 000 and member – R30 000.

Corporate governance



Hudaco is committed to maintaining a high standard of corporate governance and to creating value for stakeholders in a balanced, ethical and sustainable manner. The board seeks to ensure that good governance is practiced at all levels in the group and that it is an integral part of Hudaco's operations.

Each member of the board is committed to continuing, individually and collectively, to cultivate and exhibit in their conduct the following characteristics: integrity, competence, responsibility, accountability, fairness and transparency.

Hudaco's values support the approach adopted in the King IV Report on Corporate Governance for South Africa (King IV), and its newly released successor report (King V), of wider stakeholder inclusivity and enhanced corporate citizenship, which underpin Hudaco's reporting and engagement approach to a wider group of stakeholders. Doing business is about creating shared value and meeting responsibilities to contribute to economic development and to give back to communities and the environment, for the benefit of the wider stakeholder group.

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

A corporate culture of compliance with applicable laws, regulations, internal policies and procedures has been established within the group. Responsible corporate citizenship and accountability for stewardship of assets have played a key role in securing sustainable returns and serve to provide stakeholders with the assurance that the group's businesses are managed appropriately.

The board members are further accountable for the ethical and effective leadership of Hudaco and are required to conduct themselves in accordance with the highest ethical standards and with honesty and integrity.

Application of and compliance with King IV

The board conducts a continuous process of self-assessment against the relevant principles as well as the related recommended practices of King IV. The board is satisfied that the Hudaco group is in substantive alignment with the principles and has adopted relevant practices. The board is fully committed to the four outcomes of King IV being: an ethical culture, good performance, effective control and legitimacy.



A report on Hudaco's application of and compliance with the King IV principles is set out on the Hudaco website.

King V supersedes King VI and was released on 31 October 2025. It is effective for all financial years beginning on or after 1 January 2026, with early adoption encouraged. While Hudaco is only obliged to adopt King V for its financial year ending 30 November 2027, an assessment of readiness for early adoption will be undertaken in 2026.

Our governance framework and structure

The board performs its governance responsibilities within a framework of policies and controls, with which it manages the group's economic, environmental and social performance and provides for effective risk assessment. The board remains committed to a governance philosophy that advocates high standards of leadership, ethics, integrity, accountability and responsibility. The board's responsibilities are outlined in its charter, which the board reviews and adopts annually.

The board charter, which is aligned with the recommendations of King IV, the Companies Act, the JSE Requirements and Hudaco's Memorandum of Incorporation (the MOI), details the responsibilities and duties of the board.

Board committees facilitate the discharge of board responsibilities and provide in-depth focus in specific areas. The board reviews each committee's terms of reference at least once a year. Terms of reference set out the role, responsibilities, delegated authority with respect to decision-making, the tenure, when and how the committee should be reporting to the board, access to resources and information, composition and procedures of each committee as well as arrangements for evaluating performance.

The committees report to the board through their respective chairmen and the minutes are available to every board member.

Some members have, on occasion, attended board and committee meetings by video conference but, overwhelmingly, attendance has been in person.

The diagram that follows sets out the Hudaco group's governance structure, reflecting the Hudaco board as having ultimate oversight:



Compliance management

The board is ultimately responsible for the governance of compliance with applicable laws and adopted, non-binding rules, codes and standards. To this end, the board has approved a corporate compliance policy that articulates and gives effect to the board's direction on compliance, and identifies which non-binding rules, codes and standards the board has adopted. The policy also sets out Hudaco's principles of business conduct.

Various other policies exist within the Hudaco group requiring compliance with applicable legislation and rules. The group secretary, together with various financial, human resources, risk management, internal audit and treasury functions, assists operations in ensuring that legislation is complied with at all times by educating members of management and staff regarding legislative requirements.

Compliance reports are presented to the audit and risk management committee as well as the social and ethics committee. The board monitors compliance with:

- **JSE Requirements:** Hudaco, as a listed company, is subject to, and remains compliant with, the JSE Requirements. Hudaco is guided by its sponsor, Nedbank Corporate and Investment Banking, a division of Nedbank Limited, in this regard.
- **King IV:** The board is satisfied that the Hudaco group substantially complies with the principles and spirit of King IV and will address the requirements of King V in due course.
- **Companies Act:** The Companies Act aims to promote good corporate governance and transparency in South African businesses. The audit and risk management committee as well as the social and ethics committee ensure compliance with all the relevant governance provisions of the Act.
- **Other legislation:** A board-approved compliance framework is implemented by Hudaco and its operating businesses in line with an annual compliance plan.

During the period under review, Hudaco maintained a focus on relevant aspects of legislation, particularly compliance with the Financial Intelligence Centre Act (FICA) and amendments to the Companies Act, as well as changes to the JSE Requirements. The annual compliance certificate confirming Hudaco's compliance with the JSE Requirements has been completed and submitted to the JSE. Neither Hudaco nor any of its directors or officers was subject to any material regulatory penalties, sanctions or fines for contraventions of, or non-compliance with, statutory obligations.

Focus areas for 2026 include understanding and embedding applicable amendments to the Companies Act for which the effective date has not yet been announced and further proposed amendments to the JSE Requirements, gaining an understanding of and complying with King V practices, ensuring businesses maintain an understanding of and compliance with the POPI Act, regular refreshing of knowledge of risks arising from the Competition Act, ongoing training of employees on legislative compliance in identified areas and the review and updating of existing policies and procedures, including any required compliance with a recent Constitutional Court judgement on parental leave.

Board of directors

Board composition

Hudaco has a unitary board structure, comprising seven directors. Three are independent non-executive directors, one is a non-executive director and the remaining three are executive directors. For four months of the year there was an additional independent non-executive director, to facilitate transition as a long-serving director would be retiring from the board.

A short *curriculum vitae* of each of the directors appears on pages 24 and 25 of the integrated report.

No individual has unfettered powers of decision-making and there is a clear division of responsibilities at board level to ensure an appropriate balance of power and authority.

The board functions effectively and efficiently and is of an appropriate size and balance for the group, considering, *inter alia*, the need to have a enough directors to structure the board committees appropriately, regulatory requirements and the need to address the board's succession plans. A majority of the board members are non-executive directors, most of whom are independent.

Non-executive directors bring diverse perspectives to board deliberations, and they are encouraged to constructively challenge the views of executive directors and management.

The board understands that sound governance practices are fundamental to earning the trust of stakeholders, which is critical to sustaining performance and preserving shareholder value. The board members' collective experience and expertise provide for a balanced mix of attributes to fulfil its duties and responsibilities.

The breadth of experience on the board includes mechanical and electrical engineering, finance and accountancy, banking and treasury, investment property, property development, renewable energy and infrastructure projects, private equity investment and overall business – with all directors having executive experience.

The roles of the chairman and the chief executive are separate and there is a lead independent non-executive director. The board is led by Stephen Connelly, a non-executive chairman. The chief executive is Graham Dunford. As the chairman is not considered independent for the reason set out under "Independent non-executive directors" below, Mark Thompson acts as lead independent director.

The chairman's role is to set the ethical tone for the board and to ensure that the board remains efficient, focused and operates as a unit. The chairman provides overall leadership to the board without limiting the principle of collective responsibility for board decisions. He also ensures appropriate communication with shareholders and facilitates constructive relations between the executive and non-executive directors.

The lead independent director's role is to provide leadership and advice to the board, without detracting from the authority of the chairman, when the chairman has a conflict of interest. A formal mandate is in place for the lead independent director which details the following functions:

- to lead in the absence of the chairman;
- to serve as a sounding board for the chairman;
- to act as an intermediary between the chairman and other members of the board where appropriate;
- to strengthen the independence of the board;
- to deal with shareholders' concerns where contact through normal channels has failed to resolve concerns, or where such contact is inappropriate;
- to chair discussions and decision-making by the board on matters where the chairman has a conflict of interest; and
- to chair discussions which deal with the succession of the chairman and the chairman's performance appraisal.

The chief executive's principal role is to provide leadership to the executive team in running the group's businesses.

The group financial director is Clifford Amoils. The audit and risk management committee is satisfied that he has the appropriate expertise and experience for this position.

The board defines the group's levels of authority, reserving specific powers for the board while delegating others to management. The collective responsibility of management vests in the chief executive, who regularly reports to the board on the group's objectives and strategy. The board is satisfied that the group's delegation of authority framework has contributed to role clarity and the effective exercise of authority and responsibilities during the reporting period.

Independent non-executive directors

The board annually evaluates the independence of board members. Independence is determined against the criteria set out in King IV, which states that a non-executive director may be categorised as independent when the board concludes that there is no interest, position, association or relationship which, when judged from the perspective of a reasonable and informed third-party, is likely to influence unduly or cause bias in decision-making in the best interest of the organisation.

Stephen Connelly is not considered independent as he owns 274 139 Hudaco shares, the value of which he considers significant to his personal wealth.

King IV further provides that any term beyond nine years for an independent non-executive director should be subject to a particularly rigorous review by the board, not only of their performance but also the factors that may impair their independence. The assessment should show that the independent director's independence of character and judgement is in no way affected or impaired by the length of service. In this respect, a year ago the board assessed the independence of Nyami Mandindi and concluded that she continued to be independent in both character and judgement, notwithstanding that she had served over nine years on the board. In October 2025, Nyami retired from the board and Tlaleng Moabi, who was appointed to the board in July 2025, assumed the chair of the social and ethics committee and became a member of the nomination committee and the audit and risk management committee.

Tlaleng Moabi and both the other non-executive directors are considered independent.

The role of the board and board procedures

The board directs the group towards, and facilitates the achievement of, Hudaco's strategic and operational objectives. It is accountable for the development and execution of the group's strategy, operating performance and financial results. Its primary responsibilities include: determining the group's purpose and values, providing strategic direction to the group, appointing the chief executive, identifying key risk areas and key performance indicators of Hudaco's businesses, monitoring the performance of the group against agreed objectives, deciding on significant financial matters and reviewing the performance of executive management against defined objectives and, where applicable, industry standards.

A range of non-financial information is also provided to the board to enable it to consider qualitative performance factors that involve broader stakeholder interests. There is a formal schedule of material matters especially reserved for the board's approval.

The board, which meets at least quarterly, retains full and effective control over all the operations. Additional board meetings, apart from those planned, are convened as circumstances dictate. The number of meetings held during the year under review (including meetings of board-appointed committees) and the attendance of each director are set out on the ensuing pages.

The board has unrestricted access to all company information, records, documents and resources to enable it to properly discharge its responsibilities. Management is tasked with ensuring that board members are provided with all relevant information to enable the board to reach objective and informed decisions.

Board meetings are scheduled well in advance and board documentation is provided timeously. Tabling documents at board meetings is the exception rather than the rule. The board agenda and meeting structure assist the board in focusing on corporate governance, its legal and fiduciary duties, group strategy and performance monitoring, thus ensuring that the board's time and energy are appropriately applied.

Directors are kept informed of key developments affecting the group between board meetings. Non-executive directors have access to management and may meet separately with management without the attendance of executive directors.

In terms of the Companies Act, if a director has a personal financial interest in respect of a matter to be considered at a meeting of the board or knows that a related person has a personal financial

interest, the director is obliged to disclose the interest and its general nature, recuse themselves and not take part in the consideration of the matter.

The board is aware of the other commitments of its directors and is satisfied that all directors allocate sufficient time to enable them to discharge their responsibilities effectively. The group secretary maintains a register of directors' interests, which is tabled at the board on a quarterly basis and any relevant changes are submitted to the board as they occur.

Board charter

The board has adopted a written charter to assist it to conduct its business in accordance with the principles of good corporate governance and legislation. This charter is reviewed annually and sets out the specific responsibilities to be collectively discharged by the board members as well as the individual roles expected of board members.

The purpose of the board charter is to ensure that all the directors are aware of their powers, duties and responsibilities when acting on behalf of the company. The board charter is subject to the provisions of the Companies Act, JSE Requirements, the MOI and all other applicable legislation. The salient features thereof are:

- role and function of the board;
- detailed responsibilities;
- discharge of duties;
- board composition; and
- establishment of committees.

During the period under review, material issues discussed by the board were determined by assessing the external environment, the needs and expectations of Hudaco's key stakeholders and other significant topics and/or events. For 2025, the dominant issues were the group's response to a strengthening in the Rand against the US Dollar, the ongoing challenges arising from of the suspension of loadshedding and specifically excess inventory of panels and batteries for solar installations, the prolonged economic stagnation despite the formation of a government of national unity and the potential impact of high tariffs imposed on South African goods by the USA. The key strategic focus areas remained capital allocation, inventory levels, acquisition opportunities and, as always, the management of the relationship between margins, inventories and costs in a very challenging economic environment.

Key focus areas for 2026, some of which remain unchanged, include:

- managing inventory levels while dealing with the difficulties in getting goods through South African ports;
- challenges and opportunities arising through degradation of local infrastructure;
- tight management of operating margins;
- continuing efforts to develop and retain more black African managers within the group;
- supporting the new management teams in building on progress made in improving the performance of the three battery businesses and possibly rationalising those operations;
- assisting Isotec in strengthening its management team to deal more effectively with the growth in that business in recent years and positioning it to reach its full potential; and
- optimising capital allocation, ideally through acquisitions.

The board is satisfied that it fulfilled its responsibilities in accordance with its charter for the reporting period.

Board meeting attendance 2025

	Feb	Mar	Jun	Oct
CV Amoils	✓	✓	✓	✓
B Bulo	✓	✓	✓	✓
SJ Connelly	✓	✓	✓	✓
GR Dunford	✓	✓	✓	✓
N Mandindi [^]	✓	✓	✓	✓
ET Moabi [*]	n/a	n/a	✓	✓
EJ Smith	✓	✓	✓	✓
MR Thompson	✓	✓	✓	✓

* Appointed with effect from 1 July 2025.

[^] Resigned with effect from 31 October 2025.

Board appointments

A third of the directors are elected annually. Shareholders approve the initial appointment of each new director at the first annual general meeting of shareholders following that director's appointment. In terms of the MOI, every director must retire by rotation at least once in three years. If they are eligible, available and recommended for

re-election by the nomination committee, their names are submitted for re-election at the annual general meeting accompanied by an appropriate *curriculum vitae* set out in the integrated report.

The nomination committee assists the board with the recruitment, assessment and nomination of new directors, subject to the whole board approving these appointments. Board members are also invited to interview any potential appointees. In general, the attributes of prospective directors include individuals with the capacity to think strategically and contribute to the company's ongoing evolution of strategy, ability to work collaboratively and integrity that is above reproach. The nomination committee also considers appropriate diversity in its assessment, including but not limited to race and gender diversity.

A formal and transparent procedure applies to all board appointments, which are subject to confirmation by the shareholders at the annual general meeting.

Prior to appointment, potential board appointees are subject to a fit and proper test as required by the JSE Requirements.

In reviewing the board's composition, Hudaco's nomination committee is committed to considering the benefits of all aspects of diversity, specifically focusing on the promotion of the diversity attributes of gender, race, culture, age, field of knowledge, skills and experience, to discharge its duties and responsibilities effectively. A formal policy has been adopted in this respect by the board.

The nomination committee discusses and agrees annually all measurable objectives for achieving diversity on the board and recommends them to the board for adoption. In respect of gender diversity, the board aims to ensure that at least 25% of the board of Hudaco Industries is made up of women and that at least 30% of the board should comprise black people. At the date of this report, the board comprised 28.6% black women.

Succession planning

The board's successful evolution is dependent on careful succession planning. The nomination committee is responsible for the board's succession plans and so it ensures that, as directors retire, candidates with sufficient skills and experience have been identified to ensure that the board's competence and balance is either maintained or enhanced, considering the group's current and future needs.

The board further oversees that key management functions in Hudaco are headed by individuals with the necessary competence and authority and that they are adequately resourced. There is succession planning in place for the chief executive as well as the executive management and other key positions, to provide continuity of leadership. Succession plans are reviewed periodically and provide for both succession in emergency situations as well as succession over the longer term.

Board committees

Board-appointed committees have been established to assist the board in discharging its responsibilities. The membership and principal functions of the standing committees appear on the ensuing pages. Specific responsibilities have been delegated to the board committees and they operate under written terms of reference approved by the board. Each committee's terms of reference is reviewed annually by the board. Board committees are free to take independent outside professional advice as and when deemed necessary and a formal policy, which sets out the process for this, is in place. The group secretary provides secretarial services for the committees, except for the remuneration committee.

Notwithstanding the establishment of various board committees, the board reserves for itself a range of key matters to ensure that it retains proper direction and control of the company.

There is transparency and full disclosure from board committees to the board. The committee chairmen report formally to the board on the proceedings after each meeting and attend the annual general meeting to respond to any questions from shareholders regarding the committees' areas of responsibility. Directors have full access to all board committee documentation and committee chairmen provide the board with oral reports on recent committee activities.

The board is of the opinion that all the board committees have effectively discharged their responsibilities, as contained in their respective terms of reference.

Evaluation

Formal board and committee assessments are conducted every second year in the form of written responses and/or a one-on-one interview conducted by the chairman with each member of the board. Every alternate year, the board considers its progress against agreed outcomes of the prior evaluation process, if any.

The evaluation of the chairman is conducted by the board.

The last formal board and committee assessments were conducted during October 2025 by way of a questionnaire covering a range of aspects. The questionnaire was compiled and the process was managed by Acorim (Pty) Ltd. Key topics covered during this evaluation included:

- board culture and dynamics;
- strategic oversight;
- succession planning;
- governance and duties;
- risk and internal controls; and
- technology and cybersecurity.

The board members reviewed the summary of the combined results which, in general, pointed to an efficient and effective board. Overall board appraisal scored 3.53 out of 4, up from 3.38 in 2023. The only area where the average score was below 3 out of 4 was in response to the question “I am satisfied with the level of information provided on technology investments and digital transformation initiatives”. Steps have already been taken to communicate more effectively with board members in respect of this aspect.

Remuneration committee

The members of the remuneration committee for the year under review were:

Mark Thompson (chairman), Stephen Connelly and Bukelwa Bulo. All the members are non-executive directors and only Stephen Connelly is not considered independent.

The chief executive and the group financial director attend the meetings by invitation, subject to recusal at appropriate times. The remuneration committee meets twice a year, unless additional meetings are required.

The remuneration committee operates under a board-approved mandate and the terms of reference were reviewed in 2025. The committee does not assume the functions of management, which remain the responsibility of the executive directors and other members of senior management.

Remuneration committee meeting attendance 2025

	Jan	Jun
MR Thompson	✓	✓
SJ Connelly	✓	✓
B Bulo	✓	✓

The remuneration report can be found on pages 68 to 86 of this report.

Nomination committee

The members of the nomination committee for the year under review were:

Stephen Connelly (chairman), Mark Thompson, Nyami Mandindi (until 31 October 2025) and Tlaleng Moabi (from 1 October 2025). All the members, with the exception of Stephen Connelly, are independent non-executive directors.

The chief executive and the group financial director attend the meetings by invitation, subject to recusal at appropriate times.

The nomination committee functions under written terms of reference and meets at least twice a year, unless otherwise required. It is chaired by the chairman of the board, as required by the JSE Requirements.

The nomination committee assists the board in ensuring that:

- the board has the appropriate composition to execute its duties effectively. Aspects that are considered regarding board composition include whether the candidates would enable the company to:
 - maintain a mixture of business skills and experience relevant to the company and balance the requirements of transformation, diversity, continuity and succession planning; and
 - comply with corporate governance requirements in respect of matters such as the balance between executive, non-executive and independent non-executive directors on the board;
- each potential director meets the appropriate fit and proper test;
- directors are appointed through a formal and transparent process;
- induction and ongoing training and development of directors takes place;

- formal succession plans for the board, chief executive and senior management are in place; and
- formal board and committee assessments are conducted at least every second year.

The nomination committee also provides assurance to the board that the independent non-executive directors offering themselves for election as members of the Hudaco audit and risk management committee, collectively:

- are independent non-executive directors as contemplated in King IV and the JSE Requirements;
- are suitably qualified and experienced for audit committee membership;
- have an understanding of integrated reporting (including financial reporting), internal financial controls, external and internal audit processes, risk management, sustainability issues and the governance process (including information technology governance) within the company;
- possess skills which are appropriate to the company's size and circumstances, as well as industry;
- understand IFRS Accounting Standards and other financial and sustainability reporting standards, regulations and guidelines applicable to the company; and
- adequately keep up to date with the key developments affecting their required skill set.

Nomination committee meeting attendance 2025

	Feb	Jul
SJ Connelly	✓	✓
N Mandindi*	✓	✓
MR Thompson	✓	✓
ET Moabi^	n/a	n/a

* Retired from the committee with effect from 31 October 2025.

^ Appointed to the committee from 1 October 2025.

During the period under review, the nomination committee reviewed succession planning for non-executive directors and recommended Tlaleng Moabi for appointment to the board, as chairman of the social and ethics committee and member of the audit and risk management committee and the nomination committee to succeed Nyami Mandindi.

Focus areas for 2026 again include ensuring that appropriate succession plans are in place for senior executives and for board members whose tenure will be approaching recommended limits over the next few years.

The board is satisfied that the nomination committee fulfilled its responsibilities in accordance with its terms of reference during the reporting period.

Audit and risk management committee

The members of the audit and risk management committee for the full year under review were: Bukelwa Bulo as chairman, Nyami Mandindi (until 31 October 2025), Mark Thompson and Tlaleng Moabi (from 1 October 2025).

The audit and risk management committee comprises independent non-executive directors only, as required by the Companies Act.

All the members have the requisite financial and/or commercial skills and experience to contribute to the committee's deliberations.

Meetings are held at least three times a year and the chairman of the board, all executive directors, the head of group risk and internal audit and representatives from the external auditors attend committee meetings by invitation. The committee functions under written terms of reference which were most recently reviewed in October 2025. The audit and risk management committee is satisfied that it fulfilled its responsibilities in accordance with its terms of reference for the reporting period.

From an audit oversight perspective, the audit and risk management committee is primarily responsible for:

- considering and monitoring the independence of the external auditors and the appropriate rotation of the lead audit partner and to make recommendations to the board on the appointment and dismissal of the external auditor;
- requesting from the external audit firm the information required for its assessment of the suitability for appointment of the current or a prospective audit firm and designated individual partner both when they are appointed for the first time and thereafter annually for every reappointment;
- ensuring that the appointment of the external auditor is presented and included as a resolution at the annual general meeting of the company;

- overseeing the effectiveness of the group's internal control systems, ensuring that they are designed in response to identified key business and control risks, and have been effective throughout the year;
- overseeing the establishment of appropriate financial reporting procedures and that these procedures are operating;
- reviewing the scope and effectiveness of the external and internal audit functions;
- monitoring that adequate accounting records have been maintained;
- monitoring any proposed changes in accounting policy;
- considering the accounting and taxation implications of major transactions;
- reviewing the JSE's annual report in proactive monitoring of financial statements and considering its impact on the group's reporting;
- reviewing and reporting on compliance with IFRS, King IV and the JSE Requirements;
- considering that the group's going concern assertion remains appropriate;
- reviewing the quality of the interim and annual financial statements before submission to the board;
- considering the appropriateness of the expertise and experience of the financial director on an annual basis;
- evaluating the independence of the internal audit function; and
- evaluating the activities and the effectiveness of the internal audit function.

The Companies Act imposes further duties and responsibilities upon the audit and risk management committee including the following:

- nominating for appointment a registered external auditor who is independent of the company;
- determining the fees to be paid to the external auditor and the external auditor's terms of engagement;
- ensuring that the appointment of the external auditor complies with the Companies Act and any other legislation relating to the appointment of external auditors;
- determining the nature and extent of any non-audit services which the external auditor may provide to the company;
- pre-approving any contract with the external auditor for the provision of non-audit services to the company;

- preparing a report, to be included in the annual financial statements:
 - describing how the committee carried out its functions;
 - stating whether the committee is satisfied that the external auditor is independent of the company; and
 - commenting in any way the committee considers appropriate on the financial statements, the accounting practices and the internal financial control of the company; and
- receiving and dealing appropriately with any complaints relating to the accounting practices and internal audit of the company, the content or auditing of the financial statements, the internal financial controls of the company or any other related matter.

In line with the above, the audit and risk management committee reports that it has discharged all its obligations. Specifically:

- After considering their suitability for appointment in terms of paragraph 3.87 of the JSE Requirements, the audit and risk management committee again nominated the audit firm Deloitte & Touche and audit partner Petrus van Zijl for appointment by the shareholders at the forthcoming annual general meeting as the auditor for the 2026 financial year. The committee is satisfied that the firm and the individual auditor are independent of the company.
- Any non-audit-related services to be performed by the external auditors require the approval of the audit and risk management committee on a case-by-case basis. The overarching criterion for approval is that the independence of the external auditors should not be impaired through the provision of services under consideration. It was agreed that there will be a rebuttable presumption that non-audit fees totalling up to 25% of the budgeted annual audit fees will not alone impair the independence of the auditors. During the period under review, no non-audit-related services were rendered by Deloitte & Touche.
- Budgeted audit fees for the financial year ended 30 November 2025 were approved and the scope of the proposed audit work was agreed.
- The committee confirmed the independence of the internal audit function and satisfied itself that internal audit is functioning effectively.
- The internal and external auditors have unrestricted access to this committee. Members of the committee are also afforded the opportunity to meet with the head of internal audit and the external auditors without management being present.

- The committee reviewed the interim and annual financial statements and approved them for submission to the board. This review included a consideration of the estimates, judgements and assumptions set out in note 2 to the financial statements.
- The committee considered and noted the key audit matter as determined by Deloitte & Touche and described in the independent auditor's report.
- No complaints have been received relating to the accounting practices and internal audit of the company or to the content or auditing of the company's financial statements or its internal financial controls, or to any related matter.
- In terms of paragraph 3.84(g) of the JSE Requirements, the committee has satisfied itself that: (i) the expertise and experience of the financial director are appropriate; (ii) Hudaco has established appropriate financial reporting procedures and that these procedures are operating adequately, after considering the group's structure, to ensure that the committee had access to all the financial information; (iii) the appointment of Deloitte & Touche is presented and included as a resolution at the forthcoming annual general meeting of the company to be held in March 2026.

The audit and risk management committee further oversees that a combined assurance model is applied which enables an effective internal control environment, supports the integrity of information used for internal decision-making and supports the integrity of related external reports. Through formal reports in committee papers and the attendance of all key executives involved with assurance, the audit and risk management committee is provided with a thorough review of the group's assurance activities. These reports include the principles of combined assurance through reports from management and internal and external audit. Attendees at audit and risk management committee meetings include the chairman of the board, all executive directors, the head of group risk and internal audit, the internal audit manager and external audit representatives. During the year, the combined assurance model was reviewed, and the committee was satisfied that the financial risks and financial reporting risks were appropriately reflected therein.

From a risk management perspective, the audit and risk management committee's main responsibilities include overseeing the group's risk management programme. The responsibility for identifying, evaluating and managing risk resides with management. The risk management process involves a formalised system to identify and assess risk, both

at strategic and operational levels. The process includes the evaluation of the mitigating controls and other assurances in identifying and assessing the risks.

Risks are continually being identified and mitigated in terms of a process that involves allocating responsibility, developing action plans and monitoring compliance with these action plans. Every employee has a role to play in this endeavour and in achieving the group's goals and objectives.

During the year under review, the audit and risk management committee discharged all its duties in respect of risk management. Specifically, it:

- concluded that appropriate systems were in place to identify and monitor risks affecting the group;
- evaluated the adequacy of the effectiveness of the risk management process;
- reviewed and assessed issues such as compliance with legislation and corporate governance matters, the impact that significant litigation could have on the group, the adequacy of the insurance cover as well as the effectiveness of controls over areas of risk;
- provided board-level oversight of the management of sustainability issues; and
- satisfied itself that technology and information governance continued to form an integral part of the company's risk management processes.

The major risks faced by the group are described on pages 19 to 23 of this integrated report.

In addition, the audit and risk management committee has received input on processes in all the businesses to support the chief executive and financial director such that they are in a position to sign the responsibility statement required by the JSE and dealt with more fully on page 103.

Focus areas for 2026 include considering a greater level of information on technology investments and digital transformation initiatives, continued optimisation of risk management at operational level, with particular emphasis on enhancing IT governance in an increasingly challenging cyber world and further upgrading of risk management within newly acquired businesses without detracting from the culture that made the business an attractive addition to the group.

Audit and risk management committee meeting attendance 2025

	Feb	Jul	Oct
B Bulu	✓	✓	✓
N Mandindi*	✓	✓	✓
MR Thompson	✓	✓	✓
ET Moabi^	n/a	n/a	✓

* Retired from the committee with effect from 31 October 2025.

^ Appointed to the committee with effect from 1 October 2025.

Financial control and risk management

The committee recognises the board's responsibility to report a balanced and accurate assessment of the group's financial results and financial position in terms of IFRS, its business, operations and prospects.

Hudaco has an established system of controls and procedures to ensure the accuracy and integrity of the accounting records and to effectively monitor the group's businesses and their performance. The system encompasses a wide range of checks and balances, as well as interactive controls.

These include:

- decentralised and self-accounting operational and financial management;
- an approval framework with defined authority limits;
- a detailed budgeting system;
- the preparation of forecasts, which are regularly reviewed and updated;
- monthly reporting of income and financial position, together with written reports highlighting areas of particular risk or opportunity;
- a centralised treasury, which incorporates foreign currency and cash management functions;
- regular reporting on treasury, legal, pension, medical aid and insurance matters;
- regular meetings of the boards of the individual operating businesses;
- risk registers at operating and group level, which are monitored on a regular basis; and
- an internal financial control framework.

Chief executive's and financial director's responsibility statement

The audit and risk management committee noted the responsibility statement, as required by paragraph 3.84(k) of the JSE Requirements, submitted by the chief executive and the financial director. The evaluation of controls by the chief executive and the financial director included:

- identification and classification of risks, including the determination of materiality;
- testing the design and determining the implementation of controls to address high-risk areas;
- utilising internal audit to test the operating effectiveness of controls and to address the high-risk areas on an annual basis; and
- obtaining control assessments and attestations from the chief executive and chief financial officer of each decentralised business on the operating effectiveness of controls in their business.

The audit and risk management committee noted a relatively small number of deficiencies, none of which represents a material threat to the group, remedial action taken or to be taken, as well as applicable timeframes. These deficiencies were most prevalent in general IT controls in certain businesses and did not result in any material breakdowns in internal control, including financial controls, business risk management and maintenance of effective internal control systems. Having received input from the internal auditors, external auditors and executive directors, and having considered the reports presented to it throughout the year, the audit and risk management committee supports the conclusion in the responsibility statement submitted by the chief executive and the financial director.

Delegation of authority

Hudaco has adopted specific levels of authority and the required approvals necessary for all major decisions at both group and divisional levels. Through this framework, operational and financial responsibility is formally and clearly delegated to the chief executive, the group financial director, portfolio executives and the executives of the principal operating businesses. This is designed to maintain an appropriate control environment within the constraints of board-approved strategies and budgets, while providing the necessary local autonomy for day-to-day operations.

Internal audit

A group risk and internal audit department, which functions under a written charter, provides the role and functions as envisaged in the Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors. The department's work is designed to ensure that all aspects of each business, including internal control procedures, are subject to professional risk assessment on a regular basis. These controls and procedures provide reasonable assurance that assets are safeguarded from material loss or unauthorised use and that the financial records may be relied on for preparing the financial statements and maintaining accountability for assets and liabilities.

This department has complied with its brief, which is to conduct a formal review of the effectiveness of all the group's systems of internal control over a three-year cycle, with major systems in all businesses reviewed annually.

The department reports any material findings and matters of significance to the audit and risk management committee on a regular basis. The reports highlight whether actual or potential risks to businesses are being appropriately managed and controlled.

Progress in addressing any previous unsatisfactory finding is monitored until proper resolution of the problem area has been reported.

The annual internal audit plan, which is pre-approved by the audit and risk management committee, is determined through an assessment and understanding of risks.

The scopes of the internal and external audits are coordinated to provide efficient and effective assurance to the group's audit and risk management committee.

Risk

The audit and risk management committee and the board assess the risks in the group's business environment with a view to eliminating or reducing them in the context of the group's strategies, operations and risk appetite. The board has confirmed its acceptance of the group's risk management processes and is satisfied that all risks are appropriately governed. The major risks faced by the group are described on pages 19 to 23 of this integrated report.

The group's annual internal audit plan incorporates the outcomes of the risk management process. The group risk and internal audit department provides a risk identification facilitation role, but to

maintain their independence, the internal audit team members do not participate in this process. Management is responsible for managing risks on a daily and operational basis.

The board is responsible for determining the group's risk appetite and tolerance levels. These have been defined and approved. The group risk map, examined by the board at each meeting, includes a risk tolerance line to highlight whether any residual risks fall beyond the risk tolerance level.

An operational risk management committee, chaired by the group financial director and comprising, *inter alia*, all the managing directors of the various businesses, facilitates the group's risk management programme. This committee meets twice a year prior to the audit and risk management committee and provides valuable insight into the status of risk practices within the group, including IT governance.

During 2022, an independent assessment of Hudaco's enterprise risk management was conducted by a practicing risk management professional, who is the head of risk at another group listed on the JSE. The objective of the review was to assess the adequacy and effectiveness of risk management within the Hudaco group. The very pleasing conclusion by the independent reviewer included the following statements:

"A common theme that pervaded all interactions with the leaders across the group was that ERM is viewed as a practical enabler to the success of the business, which is precisely the objective of any ERM program. Another key observation across all discussions was a deep desire to constantly improve everything that Hudaco embarks on, a mindset that in my opinion lends itself to excellent risk management.

I am therefore able to satisfy myself that Hudaco's ERM program not only meets but exceeds King 4 requirements, more specifically principle 11 ie "The governing body should govern risk in a way that supports the organisation in setting and achieving strategic objectives"."

Litigation and legal

In the normal course of business, Hudaco is subject to various proceedings, actions and claims. These matters are subject to risks and uncertainties that cannot be reliably predicted. There are currently no significant claims against Hudaco.

Technology and information governance

Protecting electronic assets is increasingly complex as networks, systems and electronic data expand and cybercrime increases. Dependence on digital platforms for communication and operations continues to introduce additional risks. Ensuring appropriate system security, data integrity and business continuity remains the responsibility of the board and is overseen by the executive committee and the audit and risk management committee.

IT systems at Hudaco are decentralised, with each business determining the most appropriate systems for its own operations. This structure reduces the group's exposure to any single IT system failure or cybercrime incident, while recognising that decentralisation introduces additional governance and oversight considerations that are actively managed.

The board is of the opinion that the systems of internal control over information technology are adequate and effective and is not aware of any material breakdown thereof during the year.

An IT governance committee assists the board in ensuring the effective and efficient management of IT resources to facilitate the achievement of Hudaco's objectives. The IT governance committee functions under a written IT governance charter. Its purpose is to define and deliver the overall IT strategy approved by the group's executive committee and the audit and risk management committee. It is responsible for the development and functionality of IT governance at businesses, IT strategy at functional level, monitoring compliance and measuring progress against plans.

Through the delivery of its mandate, the IT governance committee is responsible for the primary focus areas of IT governance at Hudaco, which include:

- IT strategic alignment;
- value for money in operational IT spend;
- effective selection and control of IT capital projects;
- recovery from business interruption;
- security of information;
- physical security of IT assets;
- risk arising from intellectual property infringement (unauthorised or under-licensed software); and
- risk arising from failure to keep Hudaco's IT systems current and appropriately supported.

The nature of Hudaco's business has intrinsic key risk mitigation characteristics in that:

- the decentralised structure means that risk is spread across approximately 25 different systems. While a failure in any one system could be material at a business level, it would not threaten the continuity of the group as a whole. This structure also introduces multiple potential points of entry for cyber threats; however, these risks are identified, monitored and managed;
- Hudaco's businesses generally make use of established, off-the-shelf software solutions rather than custom-developed systems, thereby avoiding risks typically associated with software development projects, including cost overruns, inadequate version control and dependency on scarce technical skills. Where customisation occurs, it is primarily limited to data analysis and reporting;
- Hudaco generally does not undertake very large or complex IT capital projects, which reduces exposure to risks of fraud, mismanagement or project failure; and
- overall IT spend remains appropriate relative to the size and complexity of the group.

The IT governance committee, chaired by the group financial director, comprises the chief executives of Hudaco's businesses as well as IT professionals from the larger businesses within the group. The committee's charter is fully aligned with King IV requirements. Following an independent review of IT governance within the group, an IT forum was established in early 2023 to provide guidance to the IT governance committee. The IT forum is chaired by the managing director of one of the businesses, consists primarily of IT professionals from within the group and includes an independent expert to provide an external perspective.

During the year, selected businesses within the group implemented artificial intelligence-enabled solutions to support specific operational, automation and analytical use cases. These initiatives were primarily focused on improving process efficiency, enhancing data-driven decision-making and enabling deeper analysis of operational and financial information. All implementations were undertaken within existing governance frameworks, with appropriate consideration given to data security, system integrity and business risk.

The group recognises the potential of artificial intelligence, automation and advanced data analytics to enhance operational efficiency, decision-making and competitive advantage, while also acknowledging the associated governance, ethical and risk considerations.

Focus areas for 2026

Focus areas for the 2026 financial year include the following:

- **Understanding and managing IT and emerging technology risks**
 - maintaining a comprehensive understanding of the IT and technology risk landscape across all significant business units in accordance with King IV principles;
 - strengthening the identification, assessment and ongoing management of IT, cyber and data-related risks at business level, including risks associated with artificial intelligence, automation and advanced analytics.
- **Policy development, governance frameworks and compliance**
 - further developing and refining group-wide IT and information governance policies, minimum standards and control frameworks;
 - auditing business compliance with specified minimum IT standards, policies and controls, including newly acquired businesses;
 - assessing the need for guiding principles or policies relating to the responsible, ethical and secure use of artificial intelligence, automation and data analytics.
- **Governance, oversight and reporting**
 - standardising and enhancing IT and information governance reporting across the group to support consistent oversight, accountability and informed decision-making by management and the board.
- **Strategic alignment, innovation and optimisation**
 - aligning and documenting IT, digital and data strategies with broader business objectives to optimise performance and support sustainable competitive advantage;
 - evaluating and expanding opportunities for the appropriate and responsible use of artificial intelligence, automation and deep data analysis to improve operational efficiency, scalability and the quality of management information across the group;
 - strengthening cost discipline in IT spend by identifying opportunities to leverage group-wide scale and volume to secure improved pricing, commercial terms and efficiencies from technology vendors and service providers.

○ **Strengthening IT, data capability and collaboration**

- evaluating the adequacy, strengths and development needs of IT and data resources within the businesses;
- fostering collaboration, knowledge-sharing and capability development among IT and data teams across the group to support operational resilience, continuous improvement and innovation.

Social and ethics committee

As a responsible corporate citizen, Hudaco is committed to ethical leadership and the demonstration of sound corporate governance practices, underpinned by the group’s values.

Composition and terms of engagement

Nyami Mandindi was the chairman of the social and ethics committee until 1 October 2025, on which date Tlaleng Moabi was appointed to the committee and assumed the chair. Ernie Smith, who is also the executive responsible for health, safety and environmental issues, and Bukelwa Bulu were members of the committee throughout the year. Nyami Mandindi retired on 31 October 2025.

The chairman and one other member of the committee are independent non-executive directors, while the remaining member is an executive director. The social and ethics committee meets twice a year and reports to the board. Meetings are also attended by the group financial director (Clifford Amoils), group secretary, transformation and human resources executive (Esther Nkosi), and the group QSHE manager (Firdaws Ismail). The head of risk and internal audit and the QSHE internal auditor attend for the agenda items to which their activities are relevant. Furthermore, the social and ethics committee is entitled to invite other executives and senior managers of Hudaco to attend meetings as required to fulfil its mandate.

Hudaco’s social and ethics committee monitors and oversees Hudaco’s activities in relation to:

- social and economic development, including broad-based black economic empowerment and employment equity;
- good corporate citizenship, including the promotion of equality, prevention of unfair discrimination, corporate social

responsibility, ethical behaviour, managing environmental impact, and the principles of the UN Global Compact and the OECD’s recommendations on corruption;

- health and safety in the workplace;
- consumer relations; and
- labour and employment, including skills development

Each business within the Hudaco group has its own social and ethics subcommittee. These committees are required to meet twice a year prior to the main committee meeting and provide feedback and input on their activities.

Role and responsibilities

During the 2025 financial year the committee met twice, at which meetings performance in the following areas was reviewed on a rotational or core agenda basis, in response to the requirements of the Companies Act:

- anti-corruption compliance;
- human capital management;
- transformation;
- monitoring for gender or race-based pay gaps;
- regulatory and compliance matters;
- stakeholder relations;
- socio-economic development;
- health and safety; and
- environmental impact.

The social and ethics committee’s terms of reference were reviewed during October 2025.

The social and ethics committee confirms that it has discharged its mandate as prescribed by the Companies Regulations to the Companies Act. Management has confirmed that there has been no material non-compliance with legislation or regulations which are within the remit of the committee’s mandate. In addition, there have not been any infringements of the relevant governance codes, and no material issues were identified during the year under review. Accordingly, the social and ethics committee confirmed that Hudaco

remains a responsible corporate citizen and that the group will continue its efforts to further create value and contribute positively to the environment, social and governance imperatives.

At the forthcoming annual general meeting, scheduled to take place on 26 March 2026, the chairman of the social and ethics committee will be available to report to shareholders on the matters within the committee’s mandate in accordance with regulation 43(5)(c) of the Companies Act.

Focus areas for 2026 include continuing to monitor the group’s implementation of health and safety standards and environmental impact initiatives and compliance with the Competition and POPI Acts. The B-BBEE scorecard will also continue to be an area of focus, as will social initiatives, particularly in the field of education. The committee is in the process of responding to the recent amendments to the Companies Act which increase the committee’s duties pertaining to remuneration and the remuneration gap and the disclosure thereof. To this end, a project standardising the platform on which the various businesses run and manage their payroll information is nearing completion, after which the head office will have granular visibility of the entire payroll to facilitate preparation of the required disclosure.

Social and ethics committee meeting attendance 2025

	Mar	Oct
N Mandindi*	✓	✓
B Bulu	✓	✓
E Smith	✓	✓
ET Moabi^	n/a	✓

* Retired from the committee with effect from 31 October 2025.

^ Appointed to the committee from 1 October 2025.

Executive committee

The members of the executive committee throughout the year were Graham Dunford (chairman), Clifford Amoils, Ernie Smith, Barry Fieldgate, Chris Pillay, Esther Nkosi, Lavern Jacobs and Burtie Roberts. Maurice Pringle, Reena Magan and Jaco Moolman were appointed to the committee on 30 June 2025. The head of risk and internal audit and other senior executives have standing invitations to attend the meetings.

The executive committee is chaired by the chief executive, Graham Dunford, and meets quarterly, prior to the board meeting. Its principal terms of reference are to advise the chief executive on the formulation of operating policy, the implementation of group strategy and the management of key group risks. The committee incorporates a quality, health, safety and environment subcommittee which has its own written terms of reference.

Executive committee meeting attendance 2025

	Feb	Mar	Jun	Oct
GR Dunford	✓	✓	✓	✓
CV Amoils	✓	✓	✓	✓
EJ Smith	✓	✓	✓	✓
BWJ Fieldgate	✓	✓	✓	✓
C Pillay	✓	✓	✓	✓
E Nkosi	✓	✓	✓	✓
B Roberts [^]	✓	✓	✓	✓
L Jacobs	✓	✓	✓	✓
M Pringle*	n/a	n/a	✓	✓
R Magan*	n/a	n/a	✓	✓
J Moolman*	n/a	n/a	✓	✓

* Appointed with effect from 30 June 2025.

[^] Member until 30 November 2025.

Group secretary

Acorim (Pty) Ltd, represented by Natasha Davies, is the group secretary of Hudaco.

The group secretary, who is subject to a fit and proper test, assists the board in fulfilling its functions and is empowered by the board to perform her duties. The group secretary, directly or indirectly:

- assists the chairman, chief executive and financial director with the induction of new directors;
- assists the board with director orientation, development and education;
- where practical ensures the group complies with legislation applicable and/or relevant to Hudaco;
- monitors the legal and regulatory environment and communicates new legislation and any changes to existing legislation to the board and the operating businesses; and
- provides the board with a central source of guidance and assistance.

The group secretary also assists the chairman and chief executive in determining the annual board plan and board agendas and in formulating governance and board-related matters.

On 5 February 2026, the board considered and was satisfied with the competence, qualifications and experience of Natasha Davies, who represents the group secretary. It concluded that during this time, an arm's length relationship had been maintained between the board members and the group secretary. This conclusion was supported by the fact that she performed her role independently from the board or any individual board member and without the directors having an undue influence over her.

The certificate required to be signed by the group secretary in terms of section 88(2)(e) of the Companies Act appears in the annual financial statements on page 103.

Share dealings

Hudaco has adopted a closed-period policy, which precludes directors, officers, participants in share-based payment arrangements and staff who may have access to price-sensitive information from dealing in

Hudaco shares prior to the release of interim and final results as well as during other price-sensitive periods.

All the directors and members of the executive committee and their personal assistants are required to obtain written clearance from the chief executive before dealing in Hudaco's securities. The chief executive and financial director require prior clearance from the chairman.

Details of share dealings by directors and the group secretary are disclosed through the Securities Exchange News Service (SENS).

The group secretary maintains a record of all dealings in Hudaco shares by directors and affected employees.

No major subsidiary has any director who is not also a director of Hudaco.

Relationship with stakeholders

Hudaco's relationship with stakeholders is dealt with in the section on stakeholder engagement on pages 16 to 18.

The Hudaco group has various policies governing communication, relationships and conduct with its stakeholders, which comprise shareholders, employees, customers, suppliers, bankers, the community and government.

Nedbank Corporate and Investment Banking, a division of Nedbank Limited, acted as the company's sponsor during the year under review.

Hudaco acknowledges the importance of its shareholders attending the company's annual general meetings as these meetings offer an opportunity for the shareholders to participate in discussions relating to general meeting agenda items and to raise additional issues. To this end, online attendance was facilitated for the 2025 annual general meeting and will be available again in 2026. Explanatory notes setting out the effects of all proposed resolutions have been included in the notice of annual general meeting. The company's transfer secretaries attend every meeting of shareholders to assist with the recording of shareholders' attendance and to tally the votes.

The chairmen of board-appointed committees, as well as the executive directors, are required to attend annual general meetings or other general meetings to respond to questions from shareholders.

40 Years Astore Keymak

“Driven by quality; Delivered by experience!”

40 Years of Growth, Partnership and Purpose

Celebrating four decades of performance, innovation and trusted water systems across Southern Africa

Astore Keymak celebrated its 40th anniversary in November 2025. A highlight was a celebratory gala dinner attended by key customers, international suppliers and staff, marking a journey defined by growth, strong industry partnerships and an unwavering commitment to quality in the supply of valves, fittings and water pipeline solutions across Southern Africa.

From humble beginnings in 1985, the business has grown into one of the region’s leading providers of pipe fittings, valves and accessories, servicing agriculture, mining, industrial and large-scale infrastructure customers. Today, Astore Keymak stands not only as a product supplier, but as a reliable systems partner to industry – supported by global technology, responsive distribution, and four decades of experience.

Astore Keymak’s evolution accelerated after joining the Hudaco Group in 2008, gaining access to deeper industrial networks, strong management systems and shared expertise within the Hudaco family.

Expanding footprint and capability

2025 marked further progress in this four-decade story with several key milestones – most notably the opening of Astore Keymak’s 10th branch and the latest addition to its hose manufacturing facility in Randfontein, expanding capacity and improving turnaround time for customers nationwide. This was complemented by the introduction of the Astore Keymak Express store concept, designed to improve customer experience through faster access to high-demand products.

With branches now positioned nationally, the business is well-placed to support customers wherever they operate and continues to export into neighbouring territories, including Namibia, Eswatini, Botswana and Mozambique.

A history built on partnership

Partnership remains one of Astore Keymak’s strongest success factors. From early on, Astore Keymak focused on building exclusive distribution relationships with prominent international and local suppliers. Today, it proudly represents:

- Agru (Austria) – liner systems and pipe components
- Unidelta (Italy) – compression fittings and saddles
- FIP (Italy) – valves and uPVC components
- Raccord Plast (Italy) – large-bore PVC fittings
- T2 Welding (Italy) – butt-welding machines
- Ritmo (Italy) – electrofusion welding equipment
- Leister (Austria) – plastic welding extruders & process heat
- EZ Weld (USA) – solvent welding chemicals

These partnerships continue to strengthen Astore Keymak’s market position while ensuring customers receive world-class products backed by local stock, fast delivery and technical support.

Celebrating a proud legacy – and a promising future

With its history behind it and expansion ahead, Astore Keymak remains focused on supplying excellence, supporting customers with confidence, and building the next chapter of growth within the Hudaco Group.





**LIGHT, PEACE AND SAFETY
IN JOHANNESBURG CITY
CENTRE, RESTORING
THE CITY TO ITS
PREVIOUS SPLENDOUR**

**MAHARISHI SECURITY MASTERY ACADEMY: SHAPING
THE FUTURE OF EDUCATION IN JOHANNESBURG**

In the heart of the inner city, thanks to networks of NGO's, the private sector and passionate individuals, are pockets of vibrant, flourishing blocks of redevelopment that compare well with those of any first-class overseas city.

The future of the Johannesburg Central Business District has never looked this bright.

At the Maharishi Invincibility Institute, our commitment to innovation aims to create a positive impact that extends beyond the classroom, benefiting millions. We are excited to announce the launch of the Security Mastery Academy, a beacon of hope for safety and security in Jozi, dedicated to achieving mastery in both the security industry and personal development.

The Academy aims to produce the future leaders of South Africa's security sector. Over a rigorous three-year program, graduates will become consummate professionals, with guaranteed employment through our partnership with CAP, a leading security firm, ensuring a 100% employment rate. Students will earn qualifications in End-User Computing, PSIRA (Private Security Industry Regulatory Authority) certificates, and engage in practical training as security officers, supervisors, and commanders. They will gain invaluable real-world experience while actively contributing to the safety of Johannesburg.

Our state-of-the-art facilities will provide a dynamic learning environment, equipped with advanced technology, a world-class gym, sports facilities, and martial arts training. In line with 'The Way of the Peaceful Warrior,' the Academy

emphasizes personal development through a holistic, consciousness-based educational approach. Essential traits such as integrity, empathy, and critical thinking will be cultivated, allowing students to unlock their full potential through specialized training, including Transcendental Meditation and scientific stress management techniques. Graduates will be empowered to become leaders in the industry and make meaningful contributions to society, building a safer, stronger city filled with opportunities for all.

The Maharishi Security Master Academy's three-year program will play a crucial role in Johannesburg's educational landscape, aligning with the plans for Education Town in the CBD. Our collaboration with CAP will enhance Johannesburg's status as an educational hub in Africa, addressing the growing need for skilled security professionals. This initiative not only enriches knowledge but also improves the overall quality of life for individuals and the community, attracting international support and restoring pride in the city's magnificence.



MAHARISHI
INVINCIBILITY INSTITUTE
WORLD LEADING EDUCATION FOR ALL

MAHARISHI INVINCIBILITY INSTITUTE

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www.maharishinstitute.org

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Hudaco

Sponsors Security Officer training for Jozi My Jozi project

Maharishi and CAP extend their sincere gratitude to Hudaco for sponsoring 266 security students in 2024 and 2025



Audited annual financial statements

Institutional investors, private shareholders, bankers, corporate finance houses, analysts and government



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Audit and risk management committee's report

Hudaco is committed to maintaining a high standard of corporate governance and to creating value for stakeholders in a balanced, ethical and sustainable manner. The board seeks to ensure that good governance is practiced at all levels in the group and that it is an integral part of Hudaco's operations.

The audit and risk management committee has pleasure in submitting this report, as required in terms of the South African Companies Act.

The audit and risk management committee consists of three directors who act independently. During the year under review three meetings were held. At these meetings the members fulfilled their functions as prescribed by the Companies Act and the JSE Requirements. Details of the functions of the audit and risk management committee are contained in the corporate governance section on pages 93 to 97.

The audit and risk management committee has satisfied itself that:

- the auditors are independent of the company and are thereby able to conduct their audit without any influence from the company;
- the accounting practices and systems of internal control are appropriate, adequate and monitored effectively; and
- the committee considered and noted the key audit matter determined by Deloitte & Touche as described in the independent auditor's report.

The audit and risk management committee has evaluated the group and company annual financial statements for the year ended 30 November 2025 ("the annual financial statements") and considers that they comply, in all material aspects, with the requirements of the Companies Act and IFRS Accounting Standards. The audit and risk management committee therefore recommended the annual financial statements for approval by the board. The board has subsequently approved the annual financial statements, which will be presented at the forthcoming annual general meeting.



B Bulu

Chairman of the audit and risk management committee

24 February 2026

Social and ethics committee's report

Hudaco is committed to fostering ethical, socially responsible, and sustainable business practices that align with our values and contribute to the broader community. The board ensures that social and ethical governance is embedded at all levels of the group and that it forms an integral part of Hudaco's operations.

The social and ethics committee is constituted in accordance with Regulation 43 of the Companies Regulations, 2011, and is comprised of two independent non-executive directors and one executive director, collectively ensuring effective oversight and compliance with the prescribed legislative and governance requirements.

During the year under review, the committee convened two meetings, during which members diligently fulfilled their mandate, as required by the Companies Act, including oversight of the company's adherence to relevant laws, prevailing codes of best practice, and matters outlined in Regulation 43.

Details of the committee's role, responsibilities, and activities are outlined in the corporate governance section on page 97 of this integrated report.

The social and ethics committee has satisfied itself that it has fulfilled its functions, as specified in Regulation 43(5).

The committee is confident that Hudaco continues to uphold its commitment to ethical governance, sustainability, and the creation of long-term value for its stakeholders.



ET Moabi

Chairman of the social and ethics committee

24 February 2026

Group chief executive's and group financial director's responsibility statement

Each of the directors, whose names are stated below, hereby confirms that:

- (a) the annual financial statements set out on pages 110 to 143, fairly present in all material respects the financial position, financial performance and cash flows of the issuer in terms of IFRS;
- (b) to the best of our knowledge and belief, no facts have been omitted or untrue statements made that would make the annual financial statements false or misleading;
- (c) internal financial controls have been put in place to ensure that material information relating to the issuer and its consolidated subsidiaries has been provided to effectively prepare the financial statements of the issuer;
- (d) the internal financial controls are adequate and effective and can be relied upon in compiling the annual financial statements, and we have fulfilled our role and function as executive directors with primary responsibility for implementation and execution of controls;
- (e) where we are not satisfied, we have disclosed to the audit committee and the auditors any deficiencies in the design and operational effectiveness of the internal financial controls, and have remediated the deficiencies; and
- (f) we are not aware of any fraud involving directors.



GR Dunford
Chief executive

24 February 2026



CV Amoils
Group financial director

24 February 2026

Certificate by the group secretary

In accordance with the provisions of section 88(2)(e) of the Companies Act, I certify that, to the best of my knowledge and belief, the company has filed for the financial year ended 30 November 2025 all such returns and notices as are required of a public company in terms of the said Act, and that all such returns and notices appear to be true, correct and up to date.



Acorim (Pty) Ltd
Represented by Ms N Davies

24 February 2026

Directors' report

Reporting period

The directors have pleasure in presenting their report for the company's financial year ended 30 November 2025. The annual financial statements for the year ended 30 November 2025 were authorised for issue in accordance with a resolution of the directors on 24 February 2026. Hudaco Industries Limited is a public company incorporated and domiciled in South Africa whose shares are publicly traded.

The principal activities of the group are described below:

Nature of business

Hudaco Industries is a South African group specialising in the importation and distribution of high-quality branded automotive, industrial and electronic consumable products, mainly in the southern African region.

Hudaco businesses fall into the following categories:

Consumer-related products

Supplied to markets with a bias towards consumer spending and generally sold to installers

- Automotive aftermarket products
- Power tools and fasteners
- Data networking equipment
- Batteries and sustainable energy products
- Security and communication equipment
- Gas and outdoor products

Engineering consumables

Products generally used in the maintenance of machines and sold mainly to mining and manufacturing customers

- Bearings, belting and power transmission
- Diesel engines and spares
- Electrical power transmission
- Filtration and fluid transfer
- Fire detection, containment and suppression
- Hydraulics and pneumatics
- Specialised steel
- Thermoplastic pipes, fittings and equipment

Hudaco sources branded products, mainly on an exclusive basis, directly from leading international manufacturers and to a lesser extent from local manufacturers. Hudaco seeks out niche areas in markets where customers need, and are prepared to pay for, the value Hudaco adds to the products it distributes.

The value added includes product specification, technical advice, application and installation training and troubleshooting, combined with ready availability at a fair price. The group has a network of specialised branches and independent distributors throughout southern Africa to ensure product availability to its customers.

Financial results

Earnings attributable to equity holders of the parent for the year ended 30 November 2025 were R574 million (2024: R506 million).

The results represent basic earnings per share of 2 023 cents (2024: 1 782 cents). Headline earnings per share were 2 327 cents (2024: 2 012 cents) and comparable earnings per share were 2 205 cents (2024: 2 012 cents).

The results of the company and the group are set out in these financial statements.

Dividends

R million	2025	2024
Dividend number 75 of 700 cents per share declared on 5 February 2025 The record date was 28 February 2025 and the dividend was paid on 3 March 2025	199	199
Dividend number 76 of 350 cents per share declared on 3 July 2025 The record date was 8 August 2025 and the dividend was paid on 11 August 2025	99	92

The dividends reflected above are net of the dividends on 2 507 828 shares held by a subsidiary.

On 5 February 2026 the directors declared dividend number 77 of 770 cents per share, being the final dividend in respect of the year ended 30 November 2025. The record date will be Friday, 27 February 2026 and the dividend will be paid on Monday, 2 March 2026.

Acquisitions

Isotec

On 1 May 2025, the group acquired the operations of Isotec, which manufactures and distributes thermal and electrical insulation materials primarily used in the manufacture and repair of transformers and electrical motors for the manufacturing, mining, repair, railway, generation and switchgear segments. The main production activities involve the insulation of copper and aluminium conductors and the production of composite material according to customer specifications. The final consideration, which includes an initial payment of R250 million made in May 2025, will be a multiple of the average annual profit after tax (but excluding interest received) of Isotec for the three years following the effective date. The maximum consideration is R709 million but this is very ambitious and unlikely to be attained. Further detail is provided in note 23.4 to the financial statements.

FloSolve

Hudaco acquired FloSolve, on 1 June 2025. FloSolve is an importer and stockist of specialised equipment for the handling of fuels, lubricants, greases and other fluids associated with the servicing and refuelling of plant and machinery, especially in the mining industry. It also provides on-site service to certain key customers. The business has been acquired on an earn-out and the financial consideration is dependent on the average profit for the three years after the effective date, with an initial payment of R45 million, made in June 2025, and a maximum consideration of R125 million.

Authority to buy back shares

At the forthcoming annual general meeting in March 2026, shareholders will be asked to provide the directors with authority to purchase up to 1 544 799 (5%) of Hudaco's issued shares. If approved, this authority will be valid until the following year's annual general meeting and subject to the Requirements of the JSE Limited, allowing the Hudaco group to purchase its own shares up to 1 544 799 of the issued shares, at a price not greater than 10% above the preceding five-day weighted average.

During the year Hudaco continued to hold indirectly, through a wholly owned subsidiary, a total of 2 507 828 Hudaco shares, representing approximately 8.12% of its issued capital at the date of this report, by way of treasury shares.

Share capital

Authorised and issued

The authorised and the issued share capital remained unchanged during the year.

Full details of the authorised and issued capital of the company at 30 November 2025 are contained in notes 18.1 and 18.2 to the financial statements.

Share-based remuneration schemes

Full details of the company's share-based remuneration schemes are set out in note 18.6 to the financial statements.

Directorate

Information on the directors of the company in office at the date of this report appears on pages 24 and 25 of the integrated report.

Tlaleng Moabi was appointed as an independent non-executive director on 1 July 2025.

On 31 October 2025, Nyami Mandindi retired from the board after serving as an independent non-executive director since 2015.

In terms of the company's Memorandum of Incorporation, at the forthcoming annual general meeting, Tlaleng Moabi is required to retire as a director because she was appointed by the board during the year, while Mark Thompson and Ernie Smith are required to retire by rotation. They are all available, eligible and recommended for re-election.

Directors' interests

The directors' interests in the issued shares of the company are set out in note 25.1.

Details of the executive directors' interests in the performance-based Hudaco share appreciation bonus scheme and retention-based share matching scheme are provided in the implementation of the remuneration policy section of the remuneration report, specifically dealing with executive directors' remuneration as set out on pages 76 to 85.

Directors' remuneration and details of their service agreements

The remuneration of executive and non-executive directors is recommended to the board by the company's remuneration committee.

Further information relating to the remuneration of the directors, together with details relating to the value of share appreciation right and share matching right allocations during the year, are set out in the implementation of the remuneration policy section of the remuneration report, specifically dealing with executive directors' remuneration as set out on pages 76 to 85 and non-executive directors' remuneration on page 86.

Information on the executive directors' service agreements is set out on page 75.

Secretary

Acorim (Pty) Ltd, represented by Natasha Davies, is the secretary of the company. The address of the secretary is set out on page 155.

Borrowing powers

The borrowing powers of the Hudaco group are unlimited. At 30 November 2025 unutilised borrowing facilities amounted to R933 million (2024: R1 467 million), of which R500 million is uncommitted.

Material risks disclosure

A description of all material risks which are specific to Hudaco Industries and/or the industries in which the company operates is set out on pages 19 to 23. The manner in which the company manages risk is explained on pages 94 and 95.

Social and ethics committee

In compliance with Regulation 43 of the Companies Regulations 2011, the company has a social and ethics committee, comprised of two independent non-executive directors and one executive director. N Mandindi served as chairman of the committee until 1 October 2025, on which date ET Moabi was appointed to the committee and assumed the chair. B Bulu and E Smith (executive director) served as members throughout the year. The activities of the committee are detailed in the corporate governance section, on page 97 of the integrated report. The social and ethics committee report required in terms of the Companies Act is set out on page 102.

Statement of directors' responsibility

The directors of the company are responsible for the preparation of the annual financial statements and related financial information that fairly present the state of affairs and the results of the company and the group.

The annual financial statements set out in this report have been prepared under the supervision of CV Amoils CA(SA), financial director, in accordance with statements of IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB), the financial reporting pronouncements as issued by the Financial Reporting Standards Council, the requirements of the South African Companies Act and the JSE Requirements. These are based on appropriate accounting policies, consistently applied, which are supported by reasonable judgements and estimates.

The external auditors are responsible for carrying out an independent examination of the financial statements in accordance with International Standards on Auditing and reporting their findings thereon. The auditor's report is set out on pages 107 to 109.

To enable the board to meet its responsibilities, systems of internal control and accounting and information systems have been implemented. These are aimed at providing reasonable assurance that risk of error, fraud or loss is reduced. The group's internal audit function, which has unrestricted access to the group's audit and risk management committee, evaluates and, if necessary, recommends improvements to the systems of internal control and accounting practices, based on audit plans that take cognisance of the relative degrees of risk of each function or aspect of the business.

The audit and risk management committee, together with the internal auditors, plays an oversight role in matters relating to financial and internal control, accounting policies, reporting and disclosure.

To the best of its knowledge and belief, based on the above and after making enquiries, the board of directors confirms that it has every reason to believe that the company and the group have adequate resources in place to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going-concern basis in preparing the annual financial statements. The board of directors further confirms that, to the best of its knowledge and belief, the company is in full compliance with the provisions of the Companies Act No 71 of 2008, as amended, specifically related to its incorporation and that it is operating in conformity with its Memorandum of Incorporation.

The annual financial statements for the year ended 30 November 2025, which appear on pages 110 to 143, were approved by the board on 24 February 2026 and are signed on its behalf by:



SJ Connelly
Chairman



GR Dunford
Chief executive

24 February 2026

Independent auditor's report

INDEPENDENT AUDITOR'S REPORT

To the Shareholders of Hudaco Industries Limited

Report on the Audit of the Consolidated and Separate Financial Statements

Opinion

We have audited the consolidated and separate financial statements of Hudaco Industries Limited and its subsidiaries (the group and company) set out on pages 77 to 86 and 110 to 143, which comprise the consolidated and separate statement of financial position as at 30 November 2025; and the consolidated and separate statement of profit or loss and other comprehensive income; the consolidated and separate statement of changes in equity; and the consolidated and separate statement of cash flows for the year then ended; and notes to the consolidated and separate financial statements, including material accounting policy information.

In our opinion, the consolidated and separate financial statements present fairly, in all material respects, the consolidated and separate financial position of Hudaco Industries Limited and its subsidiaries as at 30 November 2025, and its consolidated and separate financial performance and consolidated and separate cash flows for the year then ended, in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board and the requirements of the Companies Act of South Africa.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements* section of our report. We are independent of the group and company in accordance with the Independent Regulatory Board for Auditors' *Code of Professional Conduct for Registered Auditors* (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

In terms of the IRBA Rule on Enhanced Auditor Reporting for the Audit of Financial Statements of Public Interest Entities, published in Government Gazette No. 49309 dated 15 September 2023 (EAR Rule), we report:

Final Materiality

We define materiality as the magnitude of misstatement in the consolidated and separate financial statements that makes it probable that the economic decisions of a reasonably knowledgeable person would be changed or influenced. We use materiality both in planning the nature and extent of our audit work and in evaluating the results of our work.

Based on our professional judgement, we determined materiality for the consolidated and separate financial statements as a whole as follows:

Group materiality

Materiality	R67 million (2024: R63 million)
Basis of determining materiality	<ul style="list-style-type: none"> A key judgment in determining materiality is the appropriate benchmark to select, based on our perception of the needs of the shareholders. We considered which benchmarks and key performance indicators have the greatest bearing on shareholder decisions. 7.5% of profit before tax was selected by us as the primary benchmark for determining materiality as it is considered to be a factor on which users focus and provides an indication of the performance of the group.

Company materiality

Materiality	R23 million (2024: R25 million)
Basis of determining materiality	<ul style="list-style-type: none"> The main function of the Hudaco Industries Limited company is to hold the investments in group companies and there are very few other balances or transactions in the company. 2% of net assets was therefore used as the primary benchmark for determining materiality.

Scope of our audit

Our Group audit was scoped by obtaining an understanding of the Group and its environment, including the structure and organisation of the Group, and assessing the risks of material misstatement at the Group level.

We selected components at which audit work in support of the group audit opinion needed to be performed in order to provide an appropriate basis for undertaking audit work to address the risks of material misstatement. Our selection was informed by taking into account the component's contribution to relevant classes of transactions, account balances or disclosures.

We performed work at 28 components (FY2024: 26 Components). In these components we focused our audit work on significant balances, classes of transactions and disclosures that could give rise to a material misstatement in the consolidated and separate financial statements.

Residual balances and non-significant accounts across the group were assessed using a risk-based approach and analytical procedures at the Group level. The 28 components account for 85% of the Group net assets (FY2024: 85%) and 96% of the Group's revenue (FY2024: 90%).

Key Audit Matter

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of our audit of the consolidated and separate financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have

determined the matters described below to be the key audit matters to be communicated in our report. We have determined that there are no key audit matters to communicate in respect of the separate financial statements.

In terms of the EAR Rule, we are required to report the outcome of audit procedures or key observations with respect to the key audit matters and these are included below.

Key Audit Matter – Group	How the matter was addressed in the audit
<p>Accounting for the Acquisition of Isotec</p> <p>On 1 May 2025, the group acquired the operations of Isotec. The final consideration will be determined in August 2028, dependent on a three-year earn out arrangement. The maximum consideration is R709 million. The fair value of the best estimate of the purchase price is R298 million, R250 million of which was paid in May 2025. The entity recorded assets and liabilities at their fair value on 1 May 2025 as disclosed in Note 23.4. This includes goodwill of R8.7 million and intangible assets of R100.3 million.</p> <p>In accordance with IFRS 3: Business Combinations, the accounting for such an acquisition requires management to perform the purchase price allocation which entails significant judgements to determine the fair value of the identified intangible assets and the resulting goodwill or bargain purchase.</p> <p>The accounting for the acquisition of Isotec was a matter of significance due to the judgement and complexity involved in performing purchase price allocations, including the determination of the contingent consideration and the identification of intangible assets, the valuation thereof, and the valuation of the resultant goodwill.</p>	<p>We performed, among others, the following procedures:</p> <ul style="list-style-type: none"> ○ Understood the purchase agreement, including the assets and liabilities acquired, conditions precedent and when they were met, and the consideration payable; ○ Agreed the transaction details to supporting documentation such as the signed purchase agreement and initial payment made; ○ Considered the judgements made to determine the estimated purchase price, including assumptions used to determine the estimated profits in the three year earn-out-period; ○ Utilised our internal valuation specialists to assist with the following: <ul style="list-style-type: none"> – Assessment of the appropriateness and completeness of management's identified intangible assets based on generally accepted valuation practices for each identified intangible asset for a business of this nature; – Assessment of the appropriateness of the methodologies and key assumptions utilised by management in determining the fair value of the intangible assets as required by IFRS 3: Business Combinations, including the reasonability of the cash generating unit assessment;

Key Audit Matter – Group

How the matter was addressed in the audit

Accounting for the Acquisition of Isotec

- Testing of the mathematical accuracy of the fair value measurement calculations prepared by management;
- Independent recalculation of the discounted rate used to fair value the intangible assets and goodwill;
- Assessed the disclosure as required by IFRS 3: Business Combinations.

Based on the procedures performed, we have concluded that management has appropriately accounted for and disclosed the acquisition of Isotec.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the document titled "Hudaco Industries Limited Annual Financial Statements for the year ended 30 November 2025", which includes the Group overview, Review of operations, Environmental, social and governance report, Human capital report, Remuneration report, Corporate governance, Audit and risk management committee's report, Social and ethics committee report, Group chief executive's and group financial director's responsibility statement, Certificate by the group secretary, Directors' Report, Shareholder information and Group directory. The other information does not include the consolidated or the separate financial statements and our auditor's reports thereon.

Our opinion on the consolidated and separate financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

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

Responsibilities of the Directors for the Consolidated and Separate Financial Statements

The directors are responsible for the preparation and fair presentation of the consolidated and separate financial statements, in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board and the requirements of the Companies Act of South Africa, and for such internal control as the directors determine is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, the directors are responsible for assessing the group and company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group and/or company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and/or company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence

obtained up to the date of our auditor's report. However, future events or conditions may cause the group and/or company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

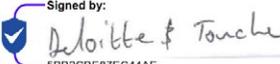
We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report, unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In terms of the IRBA Rule published in Government Gazette No. 39475 dated 4 December 2015, we report that Deloitte & Touche has been the auditor of Hudaco Industries Limited for four years.

Signed by:

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Deloitte & Touche

Registered Auditor
Per: PWM van Zijl
Partner
24 February 2026

5 Magwa Crescent, Waterfall City, 2090, South Africa

Group statement of comprehensive income

for the year ended 30 November 2025

R000	Notes	2025	2024
Turnover	5	8 748 359	8 379 253
– Operations in the group for at least 24 months at 30 November 2025		8 348 620	8 379 253
– Operations acquired after December 2023		399 739	
Cost of sales		(5 468 164)	(5 216 349)
Gross profit		3 280 195	3 162 904
Increase in expected credit losses		(4 403)	(8 436)
Operating expenses	6	(2 179 014)	(2 147 276)
Operating profit before fair value adjustments		1 096 778	1 007 192
– Operations in the group for at least 24 months at 30 November 2025		1 038 651	1 007 192
– Operations acquired after December 2023		58 127	
Impairment of goodwill		(103 907)	(77 000)
Fair value adjustments	7	28 731	(12 366)
Profit before interest		1 021 602	917 826
Interest on lease liabilities	19.3	(41 946)	(38 286)
Finance costs		(85 540)	(114 669)
Profit before taxation		894 116	764 871
Taxation	9	(254 411)	(218 843)
Profit for the year		639 705	546 028
Other comprehensive income that will subsequently be reclassified to profit or loss		22 141	8 673
Profit on fair value of cash flow hedges – current year		19 328	15 060
Tax effect of the above	15.2	834	1 342
Exchange gain (loss) on translation of foreign operations		1 979	(7 729)
Total comprehensive income for the year		661 846	554 701
Profit attributable to:			
– Equity holders of the parent		574 267	505 736
– Non-controlling shareholders	18.5	65 438	40 292
		639 705	546 028
Total comprehensive income attributable to:			
– Equity holders of the parent		592 116	513 175
– Non-controlling shareholders	18.5	69 730	41 526
		661 846	554 701
Basic earnings per share (cents)	10	2 023	1 782
Diluted earnings per share (cents)	10	1 980	1 744

Group statement of financial position

at 30 November 2025

R000	Notes	2025	2024
Assets			
Non-current assets			
Right-of-use assets	11	406 924	360 780
Property, plant and equipment	12	419 192	377 247
Intangible assets	13	263 927	145 644
Goodwill	14	1 180 250	1 226 418
Deferred taxation	15	18 150	59 009
		4 438 810	4 059 076
Current assets			
Inventories	16	2 638 297	2 461 011
Trade and other receivables	17	1 448 039	1 329 398
Bank deposits and balances	23.6	352 474	268 667
		6 727 253	6 228 174
Total assets			
Equity and liabilities			
Equity			
Equity holders of the parent		3 661 105	3 410 049
Non-controlling interest	18.5	238 561	201 243
		1 132 313	1 107 829
Non-current liabilities			
Amounts due to bankers	19.1	650 000	750 000
Amounts due to vendors of businesses acquired	19.2	76 061	
Lease liabilities	19.3	358 414	306 998
Deferred taxation	15	47 838	50 831
		1 695 274	1 509 053
Current liabilities			
Trade and other payables	20	1 310 863	1 175 407
Bank overdraft	23.6	210 148	107 542
Amounts due to vendors of businesses acquired	19.2	30 618	86 213
Lease liabilities	19.3	119 208	120 506
Taxation		24 437	19 385
		6 727 253	6 228 174
Total equity and liabilities			

Group statement of cash flows

for the year ended 30 November 2025

R000	Notes	2025	2024
Cash flow from operating activities			
Operating profit before fair value adjustments		1 096 778	1 007 192
<i>Adjusted for non-cash items:</i>			
– Equity-settled share-based payments	18.6	34 909	45 195
– Depreciation and profit on disposal of plant and equipment	6, 12	55 980	56 979
– Depreciation and profit on remeasurement of right-of-use assets	6, 11	124 776	115 146
– Amortisation and loss on scrapping of intangible assets	6, 13	22 554	16 888
Decrease in working capital	23.1	33 629	297 801
Cash generated from operations		1 368 626	1 539 201
Taxation paid	23.2	(248 998)	(204 814)
Net cash from operating activities		1 119 628	1 334 387
Cash flow from investing activities			
Additions to property, plant and equipment	12	(86 414)	(78 569)
Additions to intangible assets	13	(5 285)	(4 414)
Proceeds from disposal of property, plant and equipment		11 051	7 490
Acquisition of businesses	23.4	(284 235)	(41 863)
Payments to vendors of businesses acquired	23.3	(40 738)	(70 156)
Net cash utilised in investing activities		(405 621)	(187 512)
Cash flow from financing activities			
Advances from non-current amounts due to bankers		250 000	
Repayment of non-current amounts due to bankers		(350 000)	(400 000)
Share-based payments settled		(58 389)	(125 475)
Repayment of lease liabilities (rent paid)	19.3	(162 748)	(150 585)
– Capital		(120 802)	(112 299)
– Interest		(41 946)	(38 286)
Finance costs paid		(85 540)	(114 669)
Dividends paid	23.5	(327 576)	(324 279)
Net cash utilised in financing activities		(734 253)	(1 115 008)
(Decrease) increase in net bank balances		(20 246)	31 867
Foreign exchange translation gain (loss)		1 447	(8 150)
Net bank balances at the beginning of the year		161 125	137 408
Net bank balances at the end of the year	23.6	142 326	161 125

Group statement of changes in equity

for the year ended 30 November 2025

R000	Share capital	Non-distributable reserves	Retained income	Equity holders of the parent	Non-controlling interest	Equity
Note	18.2	18.4			18.5	
Balance at 1 December 2023	3 089	165 750	3 134 741	3 303 580	196 305	3 499 885
Transfer to cost of inventory		(16 741)		(16 741)	(3 288)	(20 029)
Comprehensive income for the year		7 439	505 736	513 175	41 526	554 701
Movement in equity compensation reserve		(12 627)	(67 653)	(80 280)		(80 280)
Dividends (note 21)			(290 979)	(290 979)	(33 300)	(324 279)
Balance at 30 November 2024	3 089	143 821	3 281 845	3 428 755	201 243	3 629 998
Less: Shares held by subsidiary company	(251)	(41)	(18 414)	(18 706)		(18 706)
Net balance at 30 November 2024	2 838	143 780	3 263 431	3 410 049	201 243	3 611 292
Balance at 1 December 2024	3 089	143 821	3 281 845	3 428 755	201 243	3 629 998
Transfer to cost of inventory		(18 619)		(18 619)	(3 797)	(22 416)
Comprehensive income for the year		17 849	574 267	592 116	69 730	661 846
Transfer		(332)	(553)	(885)	885	
Movement in equity compensation reserve		2 248	(25 728)	(23 480)		(23 480)
Dividends (note 21)			(298 076)	(298 076)	(29 500)	(327 576)
Balance at 30 November 2025	3 089	144 967	3 531 755	3 679 811	238 561	3 918 372
Less: Shares held by subsidiary company	(251)		(18 455)	(18 706)		(18 706)
Net balance at 30 November 2025	2 838	144 967	3 513 300	3 661 105	238 561	3 899 666

Notes to the annual financial statements

for the year ended 30 November 2025

1. Accounting policies

1.1 Basis of preparation

The group and company annual financial statements are prepared on the historical cost basis adjusted for certain financial instruments measured at fair value, and incorporate the following principal accounting policies, which conform with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB), the Financial Reporting Pronouncements as issued by the Financial Reporting Standards Council and the requirements of the South African Companies Act and the JSE Requirements. Except for the adoption of amendments to IAS 1 *Presentation of financial statements*, the group did not change any accounting policies or adopt any new accounting standards during the year. This adoption did not have a material impact on the financial statements of the group.

1.2 Basis of consolidation

The group financial statements incorporate all the assets, liabilities and results of the company and all entities that are controlled by the company. In all cases results are reported from the effective date of acquisition to the effective date of disposal using the acquisition method.

The company controls an entity when it is exposed or has rights to variable returns from its involvement with the entity and has the ability to affect those returns through power over the entity.

Non-controlling interests in the net assets of consolidated entities are identified and recognised separately from the group's interest therein, and are recognised within equity on a proportionate share basis.

1.3 Business combinations

The consideration transferred by the group to obtain control of a subsidiary is calculated as the sum of the acquisition date fair values of assets transferred, liabilities incurred and the equity interests issued by the group, which includes the fair value of any asset or liability arising from a contingent consideration arrangement. Acquisition costs are expensed as incurred.

The group recognises identifiable assets acquired and liabilities assumed in a business combination regardless of whether they have been recognised in the acquiree's financial statements prior to the acquisition. Assets acquired and liabilities assumed are measured at their acquisition date fair values in terms of IFRS 3.

Goodwill is stated after separate recognition of identifiable intangible assets. It is calculated as the excess of the sum of:

- fair value of consideration transferred;
- the recognised amount of any non-controlling interest in the acquiree; and
- acquisition date fair value of any existing equity interest in the acquiree, over the acquisition date fair values of identifiable net assets.

If the fair values of identifiable net assets exceed the sum calculated above, the excess amount (ie gain on a bargain purchase) is recognised in profit or loss immediately.

Contingent liabilities are only included in the identifiable assets and liabilities of the acquiree where there is a present obligation at the acquisition date.

Any contingent consideration to be transferred by the group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration, which is deemed to be a liability, is recognised in accordance with IFRS 9 in profit or loss.

1.4 Revenue

The group's revenue is predominantly derived from the sale of products and related services of high-quality branded engineering consumables and consumer-related products, overwhelmingly in South Africa. A small portion of its revenue is earned over time.

Revenue from contracts with customers for the supply of goods at a point in time is recognised when the performance obligation is satisfied. Generally this means that the customer has taken undisputed delivery of goods and that all risks and rewards have been transferred to the customer. Revenue from contracts with customers for the supply of goods is recognised over time where there is no alternative use to the group and the group has an enforceable right to payment for performance completed to date. The contracts embody a single performance obligation and are measured on the percentage-of-completion method, as this is deemed the most appropriate. Revenue from contracts with customers to provide services to customers is recognised when the performance obligation is satisfied and could be over time as the services are rendered or at a point in time upon completion of the services.

Generally, customers are permitted to return faulty goods under the standard warranty terms. The warranties provide assurance that the goods are functioning as expected and they run for periods relevant to the nature of the product. Incidence of warranty claims is very low and in most cases responsibility for redress lies with the supplier. The group raises a warranty provision in terms of IAS 37 but the amount thereof is insignificant. In some businesses customers have a short-term right of return for credit but there is little usage thereof.

As the period of time between customer payment and performance will always be one year or less, the company applies the practical expedient and does not adjust the promised amount of consideration for the effects of financing. Overwhelmingly, the group sells on credit with terms ranging from 30 days to 90 days but there is also an element of cash sales.

1.5 Income from investments

In the company, dividend income from investments is recognised when the shareholder's right to receive payment has been established. Interest income is accrued on a time basis by reference to the principal outstanding and at the effective interest rate applicable.

1.6 Other income

Other income is recognised when the group's right to receive payment has been established.

1.7 Cost of sales

When inventories are sold, the carrying amount is recognised as part of cost of sales. Any write-down of inventories to net realisable value and all losses of inventories or reversals of previous write-downs or losses are recognised in cost of sales in the period the write-down, loss or reversal occurs.

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

1. Accounting policies *continued*

1.8 Short-term employee benefits

The cost of short-term employee benefits (those payable within 12 months after the service is rendered, such as paid vacation leave and sick leave, bonuses and non-monetary benefits such as medical care) is recognised in the period in which the service is rendered and is not discounted.

The expected cost of incentive payments is recognised as an expense when there is a legal or constructive obligation to make such payments as a result of past performance.

1.9 Lease liabilities

The group assesses whether a contract is or contains a lease based on the definition of a lease. Under IFRS 16, a contract is, or contains, a lease if the contract conveys a right to control the use of an identified asset for a period of time in exchange for consideration. At inception or on reassessment of a contract that contains a lease component, the group allocates the consideration in the contract to each lease and non-lease component on the basis of their relative stand-alone prices.

The company applies the short-term lease recognition exemption to its short-term leases of buildings (ie, those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases that are considered to be low value (<R100 000 per item). Lease payments on short-term leases and leases of low value assets are recognised as an expense on a straight-line basis over the lease term.

At the commencement date of a lease, the group recognises a lease liability measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentive receivable, variable lease payments that depend on an index or rate, and amounts expected to be paid under residual value guarantees and payments of penalties for terminating a lease, if the lease term reflects the group exercising the option to terminate.

After the commencement date, the amount of the lease liabilities is increased to show the accretion of interest and reduced for the lease payments made. The carrying amount of the lease liabilities is also remeasured if there is a modification, a change in the lease payments or a change in the lease term.

1.10 Share-based payments

The group operates equity-settled share-based compensation plans for senior and middle management including executive directors. The costs of these arrangements are measured by reference to their fair value at the dates on which they were granted. The fair values are charged as an expense in determining operating profit, with a corresponding credit to equity, on a straight-line basis over the initial vesting period of each grant. The costs take into account the best estimate of the number of rights that are expected to vest, taking into account non-market conditions such as exits from the schemes prior to vesting and operating performance compared to targets for vesting, where applicable. These estimates are revised at each reporting date and the impact of the revision is to spread the new estimated remaining cost over the balance of the vesting periods, including the current year. All differences between these recognised expenses and the actual payments on the exercise of these rights as well as the excess, if any, of any taxation benefit of the cash settlement over the equity accrual, are accounted for directly in retained earnings.

1.11 Retirement benefits

Defined contribution pension or provident schemes are operated by all group companies. Contributions made to these schemes are charged to profit or loss in the year in which they are payable.

By virtue of the types of schemes operated in the group, no past service costs or experience adjustments will arise in the retirement funding arrangements.

1.12 Borrowing costs

Borrowing costs are recognised in profit or loss in the period in which they are incurred, except where capitalisation is required in terms of IAS 23.

1.13 Current taxation

The tax currently payable is based on the taxable profit for the year. Taxable profit differs from profit as reported in the statement of comprehensive income as it excludes items of income and expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The group's tax liability is calculated using tax rates that have been enacted or substantively enacted at the reporting date.

1.14 Property, plant and equipment

Buildings, plant and equipment are carried at cost less accumulated depreciation and impairment. They are depreciated on a straight-line basis to their expected residual values over their estimated useful lives. Both their residual values and useful lives (note 12) are reassessed annually. Land is stated at cost to the group.

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in profit or loss when the item is derecognised.

1.15 Right-of-use assets

Right-of-use assets are presented on the statement of financial position and are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the shorter period of the lease term and useful life of the underlying asset. Depreciation starts at the commencement date of a lease and the charge for each year is recognised in profit or loss unless it is included in the carrying amount of another asset.

Initial measurement is at the amount of the lease liability, reduced for any lease incentives received, and increased for:

- lease payments made at or before commencement of the lease;
- initial direct costs incurred; and
- the amount of any provision recognised where the group is contractually required to dismantle, remove or restore the leased asset.

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

1. Accounting policies *continued*

1.16 Investments in subsidiaries

In the company financial statements, investments in subsidiaries are carried at cost less accumulated impairments, if any. The cost of the investment in a subsidiary is the aggregate of the fair value of assets given, liabilities incurred or assumed, and equity instruments issued by the company.

1.17 Goodwill

Goodwill is initially measured and carried at cost. It represents the excess of the purchase consideration over the fair value of the group's share of the net fair value of identifiable assets, liabilities and contingent liabilities of the acquired entity at the date of acquisition. Goodwill is reviewed for impairment at least annually. Any impairment is immediately recognised as an expense and not reversed in future periods.

1.18 Intangible assets

An intangible asset is an identifiable non-monetary asset without physical substance and is initially recognised at fair value if acquired as part of a business combination and at cost if acquired separately.

If assessed as having a finite life, it is amortised over its useful life using the straight-line basis and tested for impairment if there is an indication that it may be impaired. Useful lives (note 13) are reassessed annually. Indefinite life intangible assets are tested for impairment annually.

Intangible assets that are fully amortised and are no longer in use are derecognised.

1.19 Deferred tax

A deferred tax liability is recognised for all taxable temporary differences, except to the extent that the deferred tax liability arises from the initial recognition of an asset or liability in a transaction that is not a business combination and at the time of the transaction, affects neither accounting nor taxable profit.

A deferred tax asset is recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary differences can be utilised. A deferred tax asset is not recognised when it arises from the initial recognition of an asset or liability in a transaction that is not a business combination and at the time of the transaction, affects neither accounting nor taxable profit.

A deferred tax asset is recognised for the carry forward of unused tax losses to the extent that it is probable that future taxable profit will be available against which these unused tax losses can be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the reporting date.

1.20 Inventories

Inventories are valued at the lower of cost and net realisable value. The basis of determining cost is first-in-first-out or weighted average, and includes direct costs and where applicable, a proportion of manufacturing overheads. Each business unit applies one of these bases consistently from year to year.

1.21 Financial instruments

Financial instruments are initially measured at fair value when the related contractual rights or obligations arise. Subsequent to initial recognition these instruments are measured as follows:

- Trade and other receivables are stated at amortised cost less allowance for expected credit loss. Receivables are considered to be in default when they are in breach of their agreed credit terms and are written off when management considers the recoverability of the outstanding balance to be highly unlikely. The group and the company apply the IFRS 9 simplified approach to measure expected credit losses using a lifetime expected credit loss allowance for trade receivables.
- Cash and cash equivalents are measured at amortised cost less allowance for expected credit loss.
- Financial liabilities – non-derivative financial liabilities are measured at amortised cost, comprising net proceeds from original debt less principal payments.
- Financial liabilities – amounts due to vendors of businesses acquired are measured at fair value through profit or loss.
- Derivative instruments, including forward exchange contracts, are measured at fair value.
- Intercompany loans are stated at amortised cost less allowance for expected credit loss. The general model applies to intercompany loans. In terms of the general model, a loss allowance for lifetime expected credit losses (ECL) is recognised for an intercompany loan if there has been a significant increase in credit risk since initial recognition. When determining whether the credit risk of an intercompany loan has increased significantly since initial recognition and when estimating ECLs, the company considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the company's historical experience and informed credit assessment and forward-looking information.

Hedge accounting transactions are classified into two categories:

- Fair value hedges, which hedge exposure to changes in the fair value of a recognised asset or liability, ie forward exchange contracts in respect of foreign trade liabilities.
- Cash flow hedges, which hedge exposure to variability in future cash flows attributable to forecasted transactions, ie forward exchange contracts in respect of orders placed with foreign suppliers but not yet shipped.

Gains or losses on subsequent measurements are treated as follows:

- Any gains or losses on fair value hedges are recognised in profit or loss for the year.
- Gains or losses on effective cash flow hedges are recognised in other comprehensive income. These gains or losses are recycled to profit or loss in the same period in which the hedged future transaction occurs and impacts profit or loss.
- The ineffective portion of any cash flow hedge is recognised in profit or loss for the year.
- Gains or losses from a change in the fair value of financial instruments that are not part of a hedging relationship are included in profit or loss for the period in which they arise.

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

1. Accounting policies *continued*

1.22 Impairment

On an annual basis the group reviews goodwill and indefinite life intangible assets carried on the statement of financial position for impairment, and all tangible assets and definite life intangible assets for indicators of impairment. Where the recoverable amount of an asset or cash-generating unit is estimated to be lower than its carrying amount, its carrying amount is reduced to its recoverable amount. Impairment losses are charged against profit or loss in the period in which they are identified.

Except in the case of goodwill, where an impairment loss subsequently reverses, the carrying amount of the asset or cash-generating unit is increased to the revised estimate of its recoverable amount. Such increases in carrying amounts shall not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised in profit or loss in the period in which such reversal is identified.

1.23 Foreign currency transactions

The functional and presentation currency of all the entities in the group is Rand, except for the foreign operations in Kenya, Namibia, UK, USA and Zambia.

Transactions in foreign currencies are initially recorded in the functional currency of the operation concerned at the exchange rate ruling at the date of the transaction.

All assets and liabilities denominated in foreign currencies are translated to the functional currency at the exchange rate ruling at the reporting date.

Exchange differences arising on the settlement of transactions at rates different from those at the transaction date, and unrealised exchange differences on unsettled foreign currency monetary assets and liabilities, are recognised in profit or loss for the year.

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on acquisition, are translated to Rand at the appropriate exchange rate at the reporting dates. The income and expenses of foreign operations are translated to Rand at exchange rates at the dates of the transactions.

Foreign currency differences relating to foreign operations are recognised directly in equity in the foreign currency translation reserve (FCTR). When a foreign operation is disposed of, in part or in full, the relevant amount in the FCTR is transferred to profit or loss.

1.24 Contingencies

Contingent assets and liabilities that do not form part of a business combination are not recognised, but are disclosed in the notes to the financial statements.

1.25 Segment reporting

Hudaco's businesses have been divided into two primary reportable segments serving distinct markets. Hudaco's reportable segment information differentiates between consumer-related products, which markets are influenced mainly by consumer spending, and engineering consumables, which markets are influenced mainly by mining and manufacturing customers. These operations are monitored by the individuals as set out on page 26.

The measurement policies the group uses for segment reporting under IFRS 8 are the same as those used in its financial statements. Corporate assets which are not directly attributable to the business activities of any operating segment are not allocated to a segment. In the financial period under review, this primarily applies to the group's headquarters.

2. Use of estimates, judgements and assumptions made in the preparation of the financial statements

Significant estimates and judgements are made in the following areas:

- Right-of-use assets – incremental borrowing rate, reasonable certainty of renewal option exercise – note 11
- Impairment of goodwill – future cash flows and determining the discount rate – note 14
- Inventories – allowance for slow-moving and obsolete inventory – note 16
- Trade and other receivables – allowance for expected credit loss – note 17
- Control assessment over subsidiary – note 18.5
- Fair value of share-based payments – estimate of the fair value of share rights – note 18.6
- Value of vendor liabilities – amount and timing of contingent consideration – note 19.2
- Lease liabilities – incremental borrowing rate, reasonable certainty of renewal option exercise – note 19.3

Actual results could differ from the estimates made by management from time to time.

3. Changes in accounting policies

Except for the adoption of amendments to IAS 1 *Presentation of financial statements*, the group did not change any accounting policies or adopt any new accounting standards during the year. This adoption did not have a material impact on the financial statements of the group.

4. Standards, amendments and interpretations to existing standards that are not yet effective and have not been adopted early by the group

At the date of authorisation of these financial statements, certain new standards, amendments and interpretations to existing standards have been published by the IASB but are not yet effective, and have not been adopted early by the group. Management anticipates that all of the relevant pronouncements will be adopted in the group's accounting policies for the first period beginning after the effective date of the pronouncement. Information on new amendments that are expected to be relevant to the group's financial statements, is provided below. These amendments are not expected to have any material impact on the group's financial statements.

Standard	Details of amendments	Annual periods beginning on or after
IFRS 9 <i>Financial Instruments</i>	<ul style="list-style-type: none"> ○ <i>Annual Improvements to IFRS Accounting Standards – Volume 11</i> – Two narrow scope amendments were made to IFRS 9: <ul style="list-style-type: none"> – Derecognition of lease liabilities. The amendment clarifies that, when a lessee has determined that a lease liability has been extinguished in accordance with IFRS 9, the lessee is required to recognise any resulting gain or loss arising from the difference between the carrying amount of the lease liability extinguished or transferred and any consideration paid in profit or loss. – Transaction price. Removal of an inconsistency between the requirements of IFRS 9 and the requirements in IFRS 15 <i>Revenue from Contracts from Customers</i> in relation to the initial measurement of trade receivables at their transaction price. The amendment clarifies that trade receivables must be measured at the amount determined by applying IFRS 15. 	1 January 2026
IFRS 18 <i>Presentation and Disclosure in Financial Statements</i>	<ul style="list-style-type: none"> ○ IFRS 18 is the culmination of the IASB's Primary Financial Statements project. ○ IFRS 18 introduces three sets of new requirements to improve companies' reporting of financial performance and give investors a better basis for analysing and comparing companies: <ul style="list-style-type: none"> – Improved comparability in the statement of profit or loss (income statement) through the introduction of three defined categories for income and expenses – operating, investing and financing – to improve the structure of the income statement, and a requirement for all companies to provide new defined subtotals, including operating profit. – Enhanced transparency of management-defined performance measures with a requirement for companies to disclose explanations of those company-specific measures that are related to the income statement. – More useful grouping of information in the financial statements through enhanced guidance on how to organise information and whether to provide it in the primary financial statements or in the notes, as well as a requirement for companies to provide more transparency about operating expenses. ○ This Standard replaces IAS 1 <i>Presentation of Financial Statements</i>. It carries forward many requirements from IAS 1 unchanged. 	1 January 2027
IAS 7 <i>Statement of Cash Flows</i>	<ul style="list-style-type: none"> ○ <i>Annual Improvements to IFRS Accounting Standards – Volume 11 – Cost method</i> – Narrow scope amendment to replace the term 'cost method' with 'at cost' following the earlier removal of the definition of 'cost method' from IFRS Accounting Standards. 	1 January 2026

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

R000	2025	2024
5. Revenue		
Turnover comprises		
Revenue from contracts with customers		
Sales of products	8 469 914	8 110 144
Rendering of services	278 445	269 109
	8 748 359	8 379 253
Timing of revenue recognition		
Goods and services transferred at a point in time	8 704 836	8 288 423
Goods and services transferred over time ⁽¹⁾	43 523	90 830
	8 748 359	8 379 253
⁽¹⁾ The remaining transaction price allocated to unsatisfied performance obligations will be satisfied within one year.		
Geographical disaggregation		
Goods and services sold in South Africa	7 927 693	7 581 398
Goods and services sold outside South Africa	820 666	797 855
	8 748 359	8 379 253
Terms disaggregation		
Goods and services sold on credit	7 632 089	7 275 003
Goods and services sold for cash	1 116 270	1 104 250
	8 748 359	8 379 253
Refer to note 27 for further disaggregation of turnover by operating segment.		
6. Operating expenses		
Operating expenses comprise		
Employee-related expenses	1 549 474	1 520 355
Property rentals under short-term operating leases	6 776	1 459
Depreciation – property, plant and equipment	59 132	57 191
Depreciation – right-of-use assets	127 710	119 755
Amortisation – intangible assets	22 554	16 883
Profit on disposal and scrapping of plant and equipment	(3 152)	(212)
Profit on remeasurement of right-of-use assets	(2 934)	(4 609)
Loss on scrapping of intangible assets		5
Acquisition costs – new businesses	1 543	285
Other expenses – including non-executive directors' fees	693 789	683 848
Allocated to cost of sales	(275 878)	(247 684)
	2 179 014	2 147 276

R000	2025	2024
7. Fair value adjustments		
Fair value of amounts due to vendors of businesses acquired		
Adjustment to estimated capital amounts due	40 729	1 342
Adjustment for time-value of money	(11 998)	(13 708)
	28 731	(12 366)
8. Auditor's remuneration		
Audit fees – current year	15 661	13 837
– prior year	80	450
	15 741	14 287
9. Taxation		
9.1 Taxation comprises		
South African normal taxation		
Current year	249 749	192 058
Prior years over provision	(659)	(1 052)
Deferred taxation		
Current year	(2 110)	20 610
Effect of rate change		(16)
Prior years under provision	581	196
Foreign normal taxation	6 850	7 047
	254 411	218 843
9.2 Reconciliation of rate of taxation		
Normal rate	27.0	27.0
Non-deductible holding company and other expenses	0.3	0.7
Adjustment to estimated capital amount due to vendors	(1.2)	
Impairment of goodwill	3.1	2.7
Prior year over provision		(0.1)
Rate differential	0.1	
Non-taxable income	(0.1)	(0.8)
Learnership allowances	(0.7)	(0.9)
	28.5	28.6

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

R000	2025	2024
10. Earnings, headline earnings and comparable earnings per share		
Calculation of headline earnings		
Profit attributable to equity holders of the parent	574 267	505 736
<i>Adjusted for:</i>		
Impairment of goodwill	103 907	77 000
Non-controlling interest	(15 586)	(11 550)
Profit on disposal and scrapping of plant, equipment and intangible assets	(3 152)	(207)
Tax effect	851	56
Non-controlling interest	423	34
Headline earnings	660 710	571 069
Calculation of comparable earnings		
Headline earnings as per above	660 710	571 069
Fair value adjustment to estimated capital amounts due to vendors of businesses acquired	(40 729)	
Non-controlling interest	6 109	
Comparable earnings	626 090	571 069
Earnings per share (cents)		
Basic	2 023	1 782
Diluted basic	1 980	1 744
Headline	2 327	2 012
Diluted headline	2 278	1 969
Comparable	2 205	2 012
Diluted comparable	2 158	1 969

The calculation of comparable, headline and basic earnings per share is based on comparable earnings, headline earnings and earnings attributable to equity holders of the parent, divided by the weighted average of 28 388 152 (2024: 28 388 152) shares in issue during the year, taking account of shares held by a subsidiary.

Comparable earnings and comparable earnings per share are calculated, as the directors of the company believe these are more reliable measures of the ongoing trading performance of the group.

The calculation of diluted earnings per share is based on 29 006 485 (2024: 28 996 090) shares, being the weighted average number of shares in issue of 28 388 152 (2024: 28 388 152) plus 618 333 (2024: 607 938) deemed free issue shares. This assumes that any bonus due in terms of the share appreciation bonus scheme and share matching scheme is settled in shares at the year-end price of R185.60 (2024: R200.50) per share. The number of deemed free issue shares is the difference between the number of shares assumed to have been taken up and the number of shares that could have been acquired with such proceeds less the future IFRS 2 charge on the unvested rights, at the volume weighted average market price per share for the year.

R000	2025	2024
11. Right-of-use assets		
Cost – Buildings		
Opening balance	834 958	796 051
Derecognised		(35 235)
Effect of reassessment of the probability that options to renew will be exercised	90 071	41 602
Leases concluded during the year	83 783	32 540
Closing balance	1 008 812	834 958
Accumulated depreciation – Buildings		
Opening balance	474 178	389 658
Derecognised		(35 235)
Depreciation for the year – note 6	127 710	119 755
Closing balance	601 888	474 178
Net book value	406 924	360 780
The disclosure of the lease liabilities in respect of these assets is in note 19.3.		

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

12. Property, plant and equipment

R000	Freehold land	Buildings	Plant and machinery	Computer hardware	Motor vehicles	Other assets	Total
2025							
Cost							
Opening balance	20 889	122 265	320 508	79 204	160 827	88 203	791 896
Reclassification			(53)	(368)		421	
Derecognised/scrapped			(2 949)	(3 610)	(2 396)	(1 119)	(10 074)
Exchange differences			(47)	29		41	23
Acquisition of businesses			42 869	3 027	13 648	1 282	60 826
Additions	6 377	18 596	27 344	8 711	19 137	6 249	86 414
Disposals			(8 225)	(545)	(12 564)	(2 084)	(23 418)
Closing balance	27 266	140 861	379 447	86 448	178 652	92 993	905 667
Accumulated depreciation							
Opening balance		26 355	180 640	60 003	89 345	58 306	414 649
Reclassification			(50)	(426)	(17)	493	
Derecognised/scrapped			(2 949)	(3 610)	(2 396)	(1 119)	(10 074)
Exchange differences			(41)	(8)		(2)	(51)
Acquisition of businesses			24 836	2 445	10 056	1 001	38 338
Depreciation for the year		3 027	22 554	9 403	16 839	7 309	59 132
Disposals			(3 723)	(411)	(9 663)	(1 722)	(15 519)
Closing balance		29 382	221 267	67 396	104 164	64 266	486 475
Net book value	27 266	111 479	158 180	19 052	74 488	28 727	419 192
2024							
Cost							
Opening balance	19 037	115 280	293 403	77 970	156 657	83 449	745 796
Derecognised/scrapped			(1 756)	(5 549)	(2 349)	(482)	(10 136)
Exchange differences			(117)	(22)	(67)	(25)	(231)
Acquisition of business			268	108	1 648	76	2 100
Additions	1 852	6 985	31 024	8 157	19 242	11 309	78 569
Disposals			(2 314)	(1 460)	(14 304)	(6 124)	(24 202)
Closing balance	20 889	122 265	320 508	79 204	160 827	88 203	791 896
Accumulated depreciation							
Opening balance		23 705	163 926	56 686	83 191	55 849	383 357
Derecognised/scrapped			(1 756)	(5 495)	(2 349)	(482)	(10 082)
Exchange differences			(97)	(21)	(32)	(8)	(158)
Acquisition of business			116	43	1 128	32	1 319
Depreciation for the year		2 650	20 351	9 892	15 563	8 735	57 191
Disposals			(1 900)	(1 102)	(8 156)	(5 820)	(16 978)
Closing balance		26 355	180 640	60 003	89 345	58 306	414 649
Net book value	20 889	95 910	139 868	19 201	71 482	29 897	377 247
The initial expected useful lives are set within these ranges (years):		20 – 40	3 – 25	3 – 6	3 – 10	3 – 15	
The remaining useful lives are set within these ranges (years):		11 – 39	1 – 20	1 – 5	1 – 8	1 – 15	

As the residual values and remaining useful lives are reassessed on an annual basis, there are assets outside these ranges. Details of freehold land and buildings are available at the registered office of the group.

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

13. Intangible assets

R000	Customer relationships	Trade names	Computer software	Total
2025				
Cost				
Opening balance	100 429	36 302	67 187	203 918
Derecognised		(989)	(453)	(1 442)
Acquisition of new business	107 081	28 471		135 552
Additions			5 285	5 285
Closing balance	207 510	63 784	72 019	343 313
Accumulated amortisation				
Opening balance	12 342	2 874	43 058	58 274
Derecognised		(989)	(453)	(1 442)
Amortisation for the year	14 848	1 133	6 573	22 554
Closing balance	27 190	3 018	49 178	79 386
Net book value	180 320	60 766	22 841	263 927
2024				
Cost				
Opening balance	76 739	33 663	66 055	176 457
Derecognised			(3 130)	(3 130)
Acquisition of new business	23 690	2 639		26 329
Additions			4 414	4 414
Scrapping			(152)	(152)
Closing balance	100 429	36 302	67 187	203 918
Accumulated amortisation				
Opening balance	2 299	1 493	40 876	44 668
Derecognised			(3 130)	(3 130)
Scrapping			(147)	(147)
Amortisation for the year	10 043	1 381	5 459	16 883
Closing balance	12 342	2 874	43 058	58 274
Net book value	88 087	33 428	24 129	145 644

The initial expected useful lives are set within these ranges (years):

The remaining useful lives are set within these ranges (years):

The costs attributable to intangible assets that were acquired as part of the acquisition of a business and the annual impairment reviews have been determined by valuation specialists and management, applying recognised valuation techniques and exercising judgement on the same basis as for goodwill, as described in note 14.

10	3 – Indefinite	2 – 25
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8 – 9	1 – Indefinite	1 – 8
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R000

2025

2024

14. Goodwill**14.1 Goodwill comprises:**

Goodwill at cost	1 761 502	1 703 763
Accumulated impairment	(581 252)	(477 345)
	1 180 250	1 226 418

14.2 Movement for the year

Balance at the beginning of the year	1 226 418	1 285 385
Acquisition during the year	57 739	18 033
Impairment during the year	(103 907)	(77 000)
	1 180 250	1 226 418

The net book value of goodwill is attributable to the following cash-generating units (CGUs):

Partquip	249 747	249 747
Filter and Hose Solutions	226 784	226 784
MiRO	171 069	171 069
Brigit Fire	100 936	100 936
Rutherford – Boltworld	66 016	66 016
Joseph Grieveson	55 834	55 834
The Dished End Company	51 212	51 212
FloSolve	46 165	
Dosco Precision Hydraulics	40 932	40 932
Astore Keymak	24 397	24 397
Hydraulic Engineering Repair Services	22 850	22 850
Gear Pump Manufacturing	21 011	21 011
Plasti-Weld	18 033	18 033
CADAC	17 822	17 822
Abes Technoseal	14 435	14 435
Varispeed	11 586	11 586
Three-D Agencies	9 968	9 968
Isotec	8 679	
Brewtech Engineering	7 389	7 389
Ironman 4X4	3 400	3 400
Bearings International	2 895	
Powermite group	1 568	1 568
Eternity Technologies		80 838
Specialised Battery Systems		14 955
Deltec		8 114
Other	7 522	7 522
	1 180 250	1 226 418

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

14. Goodwill continued**14.2 Movement for the year continued**

Goodwill arises on acquisitions because the cost of acquisitions includes amounts that are not recognised separately from goodwill as they do not meet the recognition criteria for identifiable intangible assets. These include premiums paid for control, amounts in relation to the benefit of expected synergies, a skilled workforce, revenue growth, future market development and diversification of revenue streams.

Goodwill arising in business combinations is allocated, at acquisition, to the CGUs acquired and those expected to benefit from that business combination. The group tests goodwill for impairment at least annually by estimating the recoverable amount of any CGU to which goodwill has been allocated. The recoverable amount of all significant amounts of goodwill are estimated by using the higher of the value-in-use method and the fair value less cost to sell. During the current year, all recoverable amounts were based on value-in-use.

A discounted cash flow valuation model is applied using five-year forecasts with terminal values, as all CGUs have an expected life beyond five years. Detailed budgets, prepared by the management of the CGU and approved by the Hudaco board, are used to determine the cash flow for the first year and are the quantification of strategies of the specific CGU. The process ensures that any significant risks and sensitivities are appropriately considered and factored into these forecasts. Key assumptions are based on industry-specific performance levels as well as economic indicators, especially forecast consumer price index increases, approved by the executive and their impact on turnover and operating margins. Assumptions are generally consistent with external sources of information and with past experience of the impact thereof on the group's cash flow. In the absence of specific factors or strategies that may be expected to have a significant impact on margins, it is assumed that these will remain unchanged from those of recent years.

Cash flows for the second and third years are forecast by applying individual estimated sustainable levels of growth for the specific businesses, taking into account the drivers of the economic sectors in which they operate and their expected impact on turnover and margins, their business strategies and the risks they face. For the fourth and fifth years and terminal value, cash flows are determined by using estimated sustainable growth levels of turnover for CGUs ranging from 5% to 7% and 5% (2024: 5% to 8% and 5%) per annum, respectively, which rates are considered reasonable in context of the industries in which they operate. Beyond the short-term, they are derived from the use of a common forecasting process followed across the group.

Discount rates applied to cash flow projections are based on a South African specific pre-tax weighted average cost of capital (WACC), which takes into account appropriate risk-free rates adjusted for market risk, company-specific risk, cost of debt and the relevant weighting between debt and equity. The WACC applied to CGUs ranges from 15.0% to 22.5% (2024: 17.0% to 24.4%). The movement in WACC from the previous year is mainly attributable to changes in the cost of the risk-free rate of return and the cost of debt.

Eternity Technologies incurred further trading losses during the current year due to continued loss of revenue resulting from fewer projects and tenders awarded to Eternity Technologies. There have also been structural changes in its market. Although the changes in management and staff made in the past two years are expected to produce improved results, it is unlikely that the future profit will reach the same level as was experienced at and immediately post-acquisition. For this reason, it was decided to impair the balance of R81 million goodwill of Eternity Technologies as determined from a value-in-use model of valuation using a pre-tax weighted average cost of capital of 20.6%, terminal revenue growth of 5% and net profitability of 9%.

Specialised Battery Systems incurred trading losses during the current year due to customers moving to competitors as well as a dilution in market share of certain brands on account of the appointment of other distributors in SA by a key supplier of Specialised Battery Systems. Structural and staff changes have been made, but it is unlikely that the past margins will be maintained in the future. For this reason, it was decided to fully impair the R15 million goodwill of Specialised Battery Systems as determined from a value-in-use model of valuation using a weighted average cost of capital of 20.5%, terminal revenue growth of 5% and net profitability of 10%.

Deltec Energy Solutions incurred further trading losses during the current year due to decreased revenue and lower margins incurred from excess inventory levels. Inventory remains high and it is expected that future margins will continue to be below historical averages until the inventory stabilises. For this reason, it was decided to fully impair the R8 million goodwill of Deltec Energy Solutions as determined from a value-in-use model of valuation using a weighted average cost of capital of 18.8%, terminal revenue growth of 5% and net profitability of 7.0%.

For most of the CGUs, the calculated goodwill is well above the carrying value and would only be subject to an impairment if the assumptions are materially wrong. Those CGUs with less headroom are reflected in the table below, along with the reduction in the calculated goodwill resulting from changes in the main drivers of the calculated goodwill.

	Reduction of calculated goodwill resulting from:							
	Headroom (Rm)		Increase in WACC of 0.5% (Rm)		Decline in revenue growth of 0.5% per year (Rm)		Decline in terminal operating profit margin of 0.5% (Rm)	
	2025	2024	2025	2024	2025	2024	2025	2024
MiRO	41.8	13.5	11.7	10.5	4.6	4.2	12.0	20.4
Eternity Technologies	–	–	–	5.1	–	2.1	–	4.6
Joseph Grieveson	47.7	20.6	5.6	3.4	2.1	1.5	4.7	2.8
Dosco Precision Hydraulics	12.1	5.5	3.0	2.1	1.0	1.0	2.9	2.1

The recoverable amounts for the goodwill of the most significant CGUs have been determined by using the following main inputs:

	Revenue growth (%)		Working capital growth (%)		Pre-tax discount rate (%)		Terminal growth rate (%)	
	2025	2024	2025	2024	2025	2024	2025	2024
Partquip	5 – 8	5 – 8	5 – 38	5 – 9	15.0	19.3	5.0	5.0
Filter and Hose Solutions	5 – 7	5 – 11	5 – (6)	5 – 30	15.9	17.9	5.0	5.0
MiRO	5 – 7	5 – 12	5 – 45	5 – 9	20.5	22.2	5.0	5.0
Brigit Fire	5 – 9	4 – 10	5 – 19	5 – 12	17.0	20.4	5.0	5.0

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

R000	2025	2024
15. Deferred taxation		
15.1 Deferred taxation comprises temporary differences arising from:		
Capital allowances	(35 923)	(35 072)
Amounts due to vendors	(4 558)	(1 995)
Intangible assets	(62 397)	(30 086)
Right-of-use assets	(109 869)	(97 255)
Lease liabilities	128 958	115 322
Allowance for expected credit loss	7 095	7 840
Leave pay, bonus accruals and share-based payments	41 941	47 745
Fair value of cash flow hedges	1 005	171
Other	4 060	1 508
Net deferred taxation (liability) asset	(29 688)	8 178
Deferred taxation is reflected on the group statement of financial position as follows:		
Deferred tax assets	18 150	59 009
Deferred tax liabilities	(47 838)	(50 831)
	(29 688)	8 178

The deferred tax asset has been raised as it is probable that taxable profit will be available against which deductible temporary differences can be utilised.

R000	2025	2024
15.2 Movement for the year		
Balance at the beginning of the year	8 178	34 657
Arising on acquisitions during the year		
Amounts due to vendors	(5 802)	(245)
Intangible assets	(36 599)	(7 109)
Allowance for expected credit loss	1 008	41
Leave pay and bonus accruals	1 164	282
Raised (utilised) during the year (including prior years under/over provision and rate change)		
Capital allowances	(851)	(666)
Amounts due to vendors	3 239	3 700
Intangible assets	4 288	2 556
Right-of-use assets	(12 614)	12 023
Lease liabilities	13 636	(11 116)
Allowance for expected credit loss	(1 753)	(3 657)
Leave pay, bonus accruals and share-based payments	(6 968)	(24 358)
Fair value of cash flow hedges	834	1 342
Other	2 552	728
	(29 688)	8 178
The movement has been recognised as follows:		
– in the current year tax charge (note 9)	1 529	(20 790)
– in other comprehensive income	834	1 342
– acquisition (note 23.4)	(40 229)	(7 031)
	(37 866)	(26 479)

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

R000	2025	2024
16. Inventories		
Finished goods and merchandise	2 540 618	2 362 617
Raw materials and components	59 809	49 108
Work in progress	37 870	49 286
	2 638 297	2 461 011
Cost of inventory recognised as an expense in cost of sales	5 192 286	4 968 665
Write-down of inventory to net realisable value and losses of inventory	9 319	27 216
Amounts removed during the year from the cash flow hedging reserve decreasing the initial cost of inventories	22 416	20 029
17. Trade and other receivables		
Trade receivables	1 350 480	1 219 754
Allowance for expected credit loss	(46 111)	(50 887)
Fair value of forward exchange contracts	2 459	5 287
Indirect taxes	5 856	15 252
Other receivables	67 295	90 622
Pre-payments and deposits	68 060	49 370
	1 448 039	1 329 398
Allowance for expected credit loss		
Balance at the beginning of the year	50 887	69 976
Exchange differences	80	(147)
Additional allowance charged to profit or loss	11 636	13 500
Allowance reversed to profit or loss	(7 233)	(5 064)
Allowance utilised	(9 259)	(27 378)
	46 111	50 887

All trade receivables are provided for based on the lifetime expected credit loss impairment method using the simplified approach. The provision is predominantly determined by the use of a provision matrix that is based on historical credit loss experience, adjusted for forward-looking factors specific to the industry that the accounts receivable relates to, including interest and exchange rate, industry growth expectations and extended payment terms granted. The group also provides fully for amounts past their due dates that are not insured, which based on history and the circumstances surrounding the individual receivable are not considered to be recoverable.

Individual businesses are allowed discretion as to when a fully impaired receivable is written off and no group policy is imposed. Generally, this will be done when the management team at the business believes that all reasonable avenues for collection have been exhausted.

Expected credit losses on financial assets included in other receivables have been determined to be immaterial.

The table below sets out information regarding the group's credit risk exposure on trade receivables using the aforementioned provision matrix.

Ageing of trade receivables	Expected credit loss rate %	Total gross carrying amount R000	Expected credit loss R000
2025			
Less than 30 days	1	819 612	8 004
31 to 60 days	1	302 559	3 502
61 to 90 days	4	63 895	2 246
91 to 120 days	8	22 580	1 903
121 days and more	18	56 472	10 134
Specifically impaired		85 362	20 322
		1 350 480	46 111
2024			
Less than 30 days	1	766 438	8 157
31 to 60 days	1	253 866	3 068
61 to 90 days	3	48 350	1 367
91 to 120 days	6	22 534	1 444
121 days and more	20	57 971	11 542
Specifically impaired		70 595	25 309
		1 219 754	50 887

There is no significant concentration of credit risk in any one customer of the group.

At 30 November 2025, of gross trade receivables of R1 350 million, there were only 43 customers across the group owing more than R5 million individually and together these comprised 37% of the book, with the largest representing 2.3%. The decrease in the expected credit loss rate on receivables aged at 121 days and more was attributable to a greater focus on specific impairment.

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

R000	2025	2024
18. Shareholders' equity		
18.1 Authorised share capital		
40 000 000 ordinary shares of 10 cents each	4 000	4 000
18.2 Issued share capital		
30 895 980 ordinary shares	3 089	3 089
Less: 2 507 828 ordinary shares held by subsidiary company	(251)	(251)
Net 28 388 152 ordinary shares	2 838	2 838
18.3 Unissued shares		
4 003 000 unissued shares have been made available to the employee share incentive scheme although it is not policy to issue new shares to meet the obligations under the scheme (see note 18.6).		

18.4 Non-distributable reserves

R000	Special reserve account	Cash flow hedging reserve	Foreign currency translation reserve	Equity compensation reserves	BEE transaction share-based payments	Total
Note		24.2.1				
Balance at 1 December 2023	332	3 164	1 871	123 057	37 326	165 750
Transfer to cost of inventory		(16 741)				(16 741)
Other comprehensive income for the year		13 183	(5 744)			7 439
Decrease in equity compensation reserves				(12 627)		(12 627)
Balance at 30 November 2024	332	(394)	(3 873)	110 430	37 326	143 821
Less: Shares held by subsidiary company	(41)					(41)
Net balance at 30 November 2024	291	(394)	(3 873)	110 430	37 326	143 780
Balance at 1 December 2024	332	(394)	(3 873)	110 430	37 326	143 821
Transfer to cost of inventory		(18 619)				(18 619)
Other comprehensive income for the year		16 729	1 120			17 849
Transfer	(332)					(332)
Increase in equity compensation reserves				2 248		2 248
Balance at 30 November 2025		(2 284)	(2 753)	112 678	37 326	144 967

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

18. Shareholders' equity *continued***18.5 Non-controlling interest**

R000	2025		
	Ironman 4X4 Africa RF (Pty) Ltd ⁽¹⁾	Hudaco Trading (Pty) Ltd	DD Power Holdings (Pty) Ltd
Proportion of ownership held by non-controlling interests	50%	15%	30%
Turnover	64 803	8 707 657	516 910
Profit after tax for the year	9 304	205 958	99 641
Profit allocated to non-controlling interests for the year	4 652	30 894	29 892
Dividends paid to non-controlling interests for the year	(4 000)	(12 000)	(13 500)
Total comprehensive income for the year allocated to non-controlling interests	4 675	31 801	33 254
Accumulated equity allocated to non-controlling interests	20 225	134 359	83 977
Cash flow from operating activities	15 439	976 624	70 921
Cash flow from investing activities	(5 401)	(400 095)	2 939
Cash flow from financing activities	(8 013)	(626 259)	(45 000)
Non-current assets	19 923	3 829 464	11 090
Current assets	35 982	4 610 999	341 338
Non-current liabilities	10 931	1 090 513	3 513
Current liabilities	4 524	6 434 000	68 990

R000	2024		
	Ironman 4X4 Africa RF (Pty) Ltd ⁽¹⁾	Hudaco Trading (Pty) Ltd	DD Power Holdings (Pty) Ltd
Proportion of ownership held by non-controlling interests	50%	15%	30%
Turnover	56 800	8 345 874	469 545
Profit after tax for the year	7 039	63 615	90 766
Profit allocated to non-controlling interests for the year	3 520	9 542	27 230
Dividends paid to non-controlling interests for the year		(11 400)	(21 900)
Total comprehensive income for the year allocated to non-controlling interests	3 559	11 994	25 973
Accumulated equity allocated to non-controlling interests	19 340	116 246	66 577
Cash flow from operating activities	1 512	1 200 947	127 070
Cash flow from investing activities	(72)	(195 870)	232
Cash flow from financing activities	(205)	(1 018 336)	(73 000)
Non-current assets	11 219	2 755 473	8 899
Current assets	39 381	3 835 800	273 961
Non-current liabilities	4 727	4 084 711	188
Current liabilities	7 194	2 661 812	58 404

⁽¹⁾ The group has voting control of Ironman 4X4 Africa RF (Pty) Ltd by agreement between the shareholders.

All entities are headquartered in Gauteng and operate mainly throughout South Africa.

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

18. Shareholders' equity continued**18.6 Employee share-based remuneration schemes**

Senior employees, including executive directors, participate in two equity-settled share-based remuneration schemes. They are the share appreciation bonus scheme (with approximately 240 participants) and the share matching scheme, in which only executive directors and nominated senior managers participate (about 15 participants).

	Number of shares	
	2025	2024
000		
Shares currently available to be granted in terms of the share appreciation bonus scheme in the future ⁽¹⁾	1 580	1 580
Shares potentially required to meet obligations in terms of the share appreciation bonus scheme ⁽²⁾	581	612
Shares available	999	968

⁽¹⁾ Authorised at the annual general meeting held on 27 March 2025.

⁽²⁾ The number of shares varies in accordance with the Hudaco share price. This number has been calculated using the share price at year-end. Group policy is not to issue new shares but to acquire them on the open market.

Share matching scheme

The following share matching rights have been granted in terms of the scheme:

	Weighted average strike price in cents		Number of rights (000)	
	2025	2024	2025	2024
Rights not taken up at the beginning of the year	13 846	10 876	500	853
Rights granted during the year	17 299	14 138	143	186
Rights forfeited during the year	14 950	13 649	(12)	(61)
Rights exercised during the year	12 912	8 685	(152)	(478)
Rights not taken up at the end of the year	15 145	13 846	479	500

157 451 rights are first exercisable in the financial year ending November 2026, 178 786 in the financial year ending November 2027 and the remaining 142 519 in the financial year ending November 2028.

Participants in the scheme will receive one Hudaco share for each right if they remain in Hudaco's employ and hold on to their shares for three years after the date on which they were acquired.

Share appreciation bonus scheme

The following share appreciation bonus rights have been granted in terms of the scheme:

	Weighted average strike price in cents		Number of rights (000)	
	2025	2024	2025	2024
Rights not taken up at the beginning of the year	14 144	12 403	3 170	3 688
Rights granted during the year	18 288	17 813	712	705
Forfeited during the year	14 503	12 086	(365)	(450)
Rights exercised during the year	11 198	10 376	(372)	(773)
Rights not taken up at the end of the year	15 390	14 144	3 145	3 170
Already exercisable	10 820	11 689	673	437
First exercisable in the financial years ending:				
November 2025		10 764		752
November 2026	14 418	14 428	580	650
November 2027	16 236	16 215	572	645
November 2028	17 426	16 875	659	453
November 2029	18 070	17 813	462	233
November 2030	18 288		199	
	15 390	14 144	3 145	3 170

Participants in this scheme will receive a bonus, settled in Hudaco shares at market price, equal to the appreciation in the Hudaco share price between the date of grant (strike price) and the date of exercise, multiplied by the number of rights granted. It is Hudaco's policy to acquire these shares on the open market and not to issue new shares. Tranche 1 vests three years after grant, tranche 2 vests four years after grant and tranche 3 vests five years after grant. Each tranche must be taken up within four years of vesting.

For executive directors and nominated senior managers, the number of rights that may be taken up in each tranche is subject to two performance tests. For other participants there are no performance tests. For the rights awarded since 2020 the two performance measures carry equal weighting. For those awarded in 2017, 2018 and 2019 the weighting is 70% on return on equity and 30% on ceps growth. For full vesting, return on equity from date of the award until vesting date must be at least 18% per annum for 2017 to 2019, 17% for 2020 and 2021, 15% for 2022 and 16% for 2023 to 2025. Comparable earnings per share growth must exceed inflation plus 3% for rights awarded in 2015 to 2021, inflation for 2022 and 2025 and for those awarded in 2023 and 2024 ceps must match the ceps of the year prior to the award for the first two years and CPI growth thereafter.

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

18. Shareholders' equity continued**18.6 Employee share-based remuneration schemes continued****Cost of share-based payments**

The estimated fair value of these rights was calculated at grant date using a modified binomial tree option pricing model with the following inputs:

Share matching scheme

Granted during	2022	2023	2024	2025
Number of rights granted	182 537	192 517	185 885	142 519
Number of rights forfeited	(30 311)	(35 066)	(7 099)	
Number of rights exercised	(152 226)			
Unvested rights		157 451	178 786	142 519
Share price at grant date (R)	148.00	164.24	161.39	200.54
Expected volatility (%) ⁽¹⁾	31	32	31	30
Expected dividend yield (%)	6.3	5.0	6.1	6.8
Risk-free rate (%)	8.7	9.3	8.6	8.1
Vesting period (years)	3	3	3	3
Estimated fair value per right (R)	129.12	143.88	141.38	172.99

Share appreciation bonus scheme

Date of grant	20 Jul 16	24 Jul 17	23 Jul 18	26 Jul 19	27 Jul 20	9 Jul 21	29 Jul 22	17 Jul 23	29 Jul 24	25 Jul 25
Number of rights granted	787 420	698 950	751 410	882 870	1 469 675	860 695	769 500	759 760	705 146	712 138
Rights forfeited/expired	(240 761)	(254 177)	(299 482)	(328 392)	(450 142)	(259 316)	(213 317)	(161 980)	(68 455)	(8 800)
Rights taken up	(546 659)	(425 151)	(401 662)	(518 151)	(752 916)	(251 777)	(71 465)			
Rights still outstanding		19 622	50 266	36 327	266 617	349 602	484 718	597 780	636 691	703 338
Vested rights		19 622	50 266	36 327	266 617	167 615	132 602			
Unvested rights						181 987	352 116	597 780	636 691	703 338
Exercise price (R) – strike price (10-day VWAP)	102.93	125.10	149.51	117.27	68.37	124.91	146.50	158.63	178.13	182.88
Share price at grant date (R)	104.21	127.40	150.00	117.96	70.00	129.39	149.56	160.00	180.00	186.59
Expected volatility (%) ⁽¹⁾	28	28	27	27	29	31	31	32	31	30
Expected dividend yield (%)	4.8	4.7	4.1	5.5	8.3	4.9	6.3	5.0	6.1	6.8
Risk-free rate (%)	8.1	7.7	8.1	7.3	6.4	7.4	8.7	9.3	8.6	8.1
Vesting period (years)	3 to 5	3 to 5								
Estimated fair value per right (R)	29.54	37.23	45.41	32.22	13.07	40.48	43.51	49.65	48.63	45.42

⁽¹⁾ Taking into account the expected term of the right, the Hudaco Industries Limited historical weekly volatility information was used to estimate expected future volatility, as there is nothing to indicate that this would not be an appropriate proxy for forecasting volatility.

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

R000	2025	2024
18. Shareholders' equity continued		
18.6 Employee share-based remuneration schemes continued		
Employee share-based payment expense included in operating profit arising from:		
Share appreciation scheme	22 982	21 713
Share matching scheme	11 927	23 482
	34 909	45 195
19. Non-current liabilities		
19.1 Amounts due to bankers		
Unsecured borrowings on a R500 million general banking facility from FirstRand Bank Limited (RMB) bearing interest at rates that vary between prime minus 2.05% and prime minus 1.85%.	200 000	250 000
Unsecured borrowings on a R500 million three-year revolving credit facility from Absa Bank Limited, expiring on 2 December 2027, with an option to extend. The facility bears interest at a rate of JIBAR plus 1.44%.	250 000	250 000
Unsecured borrowings on a R500 million five-year revolving credit facility from Nedbank Limited, expiring on 31 August 2029. The facility bears interest at a rate of JIBAR plus 1.55%.	200 000	250 000
For each of the facilities, the bank has the right to call it up on 367 days' notice and the primary financial covenants are that the interest cover to EBITDA ratio shall exceed 4:1 and the net debt to EBITDA ratio shall not exceed 2.5:1.		
At year-end these were 15.4:1 (2024: 10.4:1) and 0.4:1 (2024: 0.5:1), respectively.		
	650 000	750 000

R000	2025	2024
19.2 Amounts due to vendors of businesses acquired		
Estimated amount due to the vendors of Isotec acquired in 2025. The amount finally payable (maximum R709 million) is subject to the average earnings of the business for the three years ending 30 April 2028.	51 053	
Estimated amount due to the vendors of FloSolve acquired in 2025. The amount finally payable (maximum R125 million) is subject to the average earnings of the business for the three years ending 31 May 2028.	43 490	
Estimated amount due to the vendors of Brigit Fire acquired in 2023.	12 136	76 170
Amount due to the vendors of Plasti-Weld acquired in 2024.		10 043
Total fair value of liabilities	106 679	86 213
Less: Payable within 12 months	30 618	86 213
	76 061	

These liabilities are estimated based on available information. Any adjustment is debited or credited to profit or loss when the adjustment is determined.

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

R000	2025	2024
19. Non-current liabilities continued		
19.3 Lease liabilities		
Balance at the beginning of the year	427 504	470 270
New leases concluded during the year	83 783	32 540
Effect of reassessment of the reasonable certainty that extension options will be exercised	87 137	36 993
Interest charged to lease liability during the year	41 946	38 286
Repayments of principal and interest during the year (rent paid)	(162 748)	(150 585)
Balance at the end of the year	477 622	427 504
Less: Payable within 12 months	119 208	120 506
	358 414	306 998
<p>In calculating the present value of lease payments, the group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. The discount rate applied to leases concluded during the year varied between 8.4% and 9.2% (2024: 8.2% and 8.6%), being the borrowing rate of the group at the time of entering a new lease agreement.</p> <p>Lease liabilities mostly relate to warehouse and office facilities and represent the financial obligation of the group to make lease payments to landlords to use the underlying leased premises (right-of-use assets), during the lease term. The majority of leases cover an initial period of three to five years, and some include an option to renew on expiry. The lease term includes the renewal period only if the group has agreed terms with the landlord and the renewal contract is enforceable by both parties, and the probability of exercising the renewed option is reasonably certain.</p> <p>The lease liability will be settled as follows:</p>		
– during the year ending 30 November 2025		150 733
– during the year ending 30 November 2026	153 808	129 363
– during the year ending 30 November 2027	119 493	82 107
– during the year ending 30 November 2028	103 808	60 566
– during the year ending 30 November 2029	77 477	39 357
– during the year ending 30 November 2030 and thereafter	130 967	46 946
	585 553	509 072
Imputed interest	(107 931)	(81 568)
	477 622	427 504
The assets relating to the liabilities are disclosed in note 11.		

R000	2025	2024
20. Trade and other payables		
Trade payables	889 048	769 477
Fair value of forward exchange contracts	20 937	7 482
Payroll accruals	156 798	154 489
Indirect taxes	73 064	59 919
Other payables	171 016	184 040
	1 310 863	1 175 407
21. Dividends		
Dividends paid to equity holders of the parent were:		
Dividend number 75 of 700 cents per share declared on 5 February 2025	216 272	216 272
The record date was 28 February 2025 and the dividend was paid on 3 March 2025		
Dividend number 76 of 350 cents per share declared on 3 July 2025	108 136	100 412
The record date was 8 August 2025 and the dividend was paid on 11 August 2025		
Dividends paid to subsidiary company	(26 332)	(25 705)
	298 076	290 979
<p>On 5 February 2026 the directors declared dividend number 77 of 770 cents per share, being the final dividend in respect of the year ended 30 November 2025. The record date will be 27 February 2026 and the dividend will be paid on 2 March 2026. This dividend has not been included as a liability in these financial statements.</p>		
22. Commitments		
The group has budgeted to spend R155 million (2024: R90 million) to acquire, plant and equipment and computer software in 2026. Of this, R55 million has already been contracted for. Total capital expenditure will be financed by net cash flow from operations and the utilisation of unutilised borrowing facilities.		

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

R000	2025	2024
23. Notes to the statement of cash flows		
23.1 Decrease in working capital		
Decrease in inventories	12 768	242 727
Amounts from cash flow hedging reserve allocated to initial value of inventories	635	(4 332)
(Increase) decrease in trade and other receivables	(26 216)	184 057
Decrease in allowance for expected credit loss	(4 776)	(19 089)
Exchange differences	458	492
Increase (decrease) in trade and other payables	54 483	(105 419)
Fair value of current year cash flow hedges included in working capital	(3 723)	(635)
	33 629	297 801
23.2 Taxation paid		
Net amounts owed at the beginning of the year	(19 385)	(26 146)
Acquisitions during the year	1 890	
Current tax charge	(249 749)	(192 058)
Prior year over provision	659	1 052
Foreign tax charge	(6 850)	(7 047)
Net amounts owed at the end of the year	24 437	19 385
	(248 998)	(204 814)
23.3 Payments to vendors of businesses acquired		
Amounts owed at the beginning of the year	(86 213)	(135 524)
Acquisition during the year	(89 935)	(8 479)
Adjustment to fair value of amounts due to vendors of businesses acquired	28 731	(12 366)
Amounts owed at the end of the year	106 679	86 213
	(40 738)	(70 156)

R000	2025	2024		
23.4 Acquisition of businesses				
	Isotec	FloSolve	Bearings International	Plasti-Weld
Effective date of control	1 May 2025	1 Jun 2025	1 Oct 2025	1 Dec 2023
Fair value of net assets acquired:				
Plant and equipment	19 941	2 547		781
Goodwill	8 679	46 165	2 895	18 033
Intangible assets	100 264	35 288		26 329
Inventories	177 636	12 418		10 388
Trade and other receivables	71 063	16 586		5 098
Trade and other payables	(60 371)	(20 602)		(3 256)
Bank balance	8 312	5 000		1 029
Deferred taxation	(29 046)	(11 183)		(7 031)
Taxation	1 890			1 890
Net operating assets acquired	298 368	86 219	2 895	51 371
Bank balances assumed	(8 312)	(5 000)		(1 029)
Balance owed to vendors at acquisition date	(48 368)	(41 567)		(8 479)
Net cash outflow on acquisition	241 688	39 652	2 895	41 863
Profit after tax since acquisition date included in the consolidated results for the year				38 212
Turnover since acquisition date included in the consolidated results for the year				399 739
Group profit after tax had the business combinations been included for the entire year				674 564
Group turnover had the business combinations been included for the entire year				8 993 665
	8 379 253			

The factors making up the goodwill include: potential market synergies through cross pollination of existing Hudaco customer bases and new customers from the acquisitions; enhancement of the range of products and services offered by the group after integration; skilled workforces with product knowledge; and technical expertise that does not qualify for separate recognition as an intangible asset.

Bearings International acquired ownership of six Bearings International agencies in which the inventory was already owned by the company and no other assets were acquired.

Refer to pages 104 and 105 in the directors' report for further information.

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

R000	2025	2024
23. Notes to the statement of cash flows continued		
23.5 Dividends paid		
To equity holders of the parent	(298 076)	(290 979)
To non-controlling shareholders	(29 500)	(33 300)
	(327 576)	(324 279)
23.6 Net bank balances		
Bank deposits and balances	352 474	268 667
Bank overdraft	(210 148)	(107 542)
	142 326	161 125

24. Financial instruments

Details of the group's financial instruments are set out below:

24.1 Summary of financial instruments**Financial assets by class:**

Trade receivables – net	1 304 369	1 168 867
Trade receivables	1 350 480	1 219 754
Allowance for expected credit loss	(46 111)	(50 887)
Other receivables (excluding indirect taxes)	67 295	90 622
Fair value of forward exchange contracts	2 459	5 287
Bank deposits and balances	352 474	268 667
	1 726 597	1 533 443

Financial assets by category:

At amortised cost	1 724 138	1 528 156
Derivatives used for hedging at fair value	2 459	5 287
	1 726 597	1 533 443

R000	2025	2024
Financial liabilities by class:		
Amounts due to vendors of businesses acquired	106 679	86 213
Amounts due to bankers	650 000	750 000
Bank overdraft	210 148	107 542
Trade payables	889 048	769 477
Fair value of forward exchange contracts	20 937	7 482
Other payables (excluding payroll accruals and indirect taxes)	171 016	184 040
	2 047 828	1 904 754
Financial liabilities by category:		
Financial liabilities at amortised cost	1 920 212	1 811 059
Financial liabilities at fair value through profit or loss	106 679	86 213
Derivatives used for hedging at fair value	20 937	7 482
	2 047 828	1 904 754

Forward exchange contracts are recognised at fair value in the statement of financial position. The fair value is indirectly derived from prices in active markets for similar liabilities, which means it is classified as a level 2 fair value measurement.

Amounts due to vendors of businesses acquired are recognised at fair value in the statement of financial position. The fair values are estimated by using a present value technique based on unobservable inputs regarding the future profitability of businesses acquired, which means they are classified as level 3 fair value measurements. The fair values are based on the best estimates of future profits at the time, discounted at fixed interest rates and are subject to maximums set contractually, which are disclosed in note 19.2. The accuracy of the estimate of future profitability is largely impacted by the duration of the earn-out periods remaining. Refer to note 23.3 for the reconciliation of the carrying amounts of this level 3 financial instrument.

All other financial instruments are carried at amounts that approximate fair value. The fair values for bank deposits and balances, receivables, payables and bank overdraft approximate their carrying values due to the short-term nature of these instruments. The fair values have been determined by using available market information and appropriate valuation methodologies.

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

24. Financial instruments continued**24.2 Market risk****24.2.1 Foreign currency risk**

The group imports more than 70% of its inventories and consequently has significant exposure to currency risk arising from the volatility of the South African Rand against major currencies. Group policy is to use forward cover contracts to mitigate risk resulting from the future payment for goods where transactions are denominated in foreign currencies and to protect Hudaco's cash flows in the functional currency of ZAR. The Hudaco basket of currencies for the year ended 30 November 2025 was very typical for the group and comprised approximately 61% USD, 29% EUR, 5% YEN, 3% CNY, 1% CHF and 1% GBP. Amounts for other currencies were insignificant. Management of foreign currency exposure is based on the principle of avoiding speculation and employing a hedging strategy designed to achieve high hedge effectiveness.

All foreign currency liabilities are hedged directly by the time ownership of the asset passes to Hudaco, which is usually on bill of lading date.

In addition, on average about 30% of open orders on suppliers are also hedged directly to guard against spikes in exchange rates. Each business has its own mandate for covering orders varying from 0% to 100%. An important driver of the extent to which orders of a business are hedged is the opportunity to change selling prices between the time the order is placed on the supplier and the point at which a selling price is committed to the customer. It is understood that, in the context of Rand volatility, rather than the preferred gradual depreciation of the currency, this hedging strategy involves a risk of being locked in at weak exchange rates at times when the Rand strengthens. The FECs related to open orders are initially accounted for as cash flow hedges and once the related inventory and payable is recognised in the statement of financial position, the FECs are accounted for as fair value hedges.

Hudaco's hedging policy has the objective of getting as close to 100% effectiveness as reasonably possible on the exposures that are hedged, and is designed accordingly. While Hudaco would consider 80% effectiveness of hedges to be acceptable because of vagaries in the supply chain, the targeted and actual effectiveness is expected to be above 90% for the group as a whole.

The hedge is assessed using the following criteria set out in IFRS 9:

- An economic relationship between the hedged item (payments to suppliers) and the hedging instrument (FEC in the same currency as the hedged item) exists in that the value attributable to the hedging instrument and to the hedged item move proportionately in opposite directions.
- Credit risk does not dominate value changes: Only the big four South African banks are used as counterparties, so credit risk is negligible and does not give rise to any value changes in the hedging relationship.

- The hedge ratio: The amount and nature of the hedged item and the amount of the hedging instrument are identical in all instances, except in the case of cancelled orders or short delivery. This results in an expected hedge ratio of 1:1 or 100%.

The above three criteria have been met and all hedges are effective.

The primary factor that could affect hedge effectiveness is the cancellation of orders or delays that are so long and unexpected or uncertain that an existing forward contract is used for a different transaction. The extent to which this happens is very small in the context of Hudaco's total imports.

Fair value hedges – during the year the group entered into various forward exchange contracts to cover foreign currency liabilities. The cost of these fair value hedges amounted to R23.5 million (2024: R20.0 million). These contracts for the purchase of foreign currency will be utilised for the settlement of foreign accounts payable in the next year:

Forward exchange contracts	Foreign amount 000	Year-end spot rate R	Rand value at spot rate R000	Contract rate R	Rand value at contract rate R000	Fair value gain (loss) R000
Assets						
Pound Sterling	44	22.62	985	22.51	981	4
Euro	(58)	19.80	(1 153)	21.26	(1 238)	85
US Dollar	(3 163)	17.10	(54 104)	17.31	(54 770)	666
Japanese Yen	(117 530)	9.14	(12 859)	8.07	(14 562)	1 703
						2 458
Liabilities						
Pound Sterling	209	22.62	4 727	23.10	4 828	(101)
Euro	9 955	19.80	197 096	20.42	203 228	(6 132)
US Dollar	16 570	17.10	283 419	17.47	289 488	(6 069)
Australian Dollar	9	11.17	100	11.36	101	(1)
Chinese Yuan	1 993	2.42	4 818	2.44	4 856	(38)
Swiss Franc	132	21.23	2 797	21.68	2 856	(59)
Singapore Dollar	1	13.19	14	13.40	14	
Japanese Yen	409 989	9.14	44 856	8.25	49 669	(4 813)
						(17 213)

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

24. Financial instruments continued**24.2 Market risk continued****24.2.1 Foreign currency risk continued**

Cash flow hedges – at 30 November 2025 the group had entered into the following forward exchange contracts relating to forecast purchase transactions, ie orders placed with suppliers but not yet shipped. These contracts for the purchase of foreign currency will be utilised for the settlement of shipments received during the next two months:

Forward exchange contracts	Foreign amount 000	Year-end spot rate R	Rand value at spot rate R000	Contract rate R	Rand value at contract rate R000	Fair value gain/(loss) R000
Assets						
Euro	(69)	19.80	(1 375)	19.82	(1 376)	1
Gain recognised directly in equity on import orders						1
Liabilities						
Euro	2 569	19.80	50 872	20.15	51 767	(895)
US Dollar	11 485	17.10	196 447	17.34	199 200	(2 753)
Australian Dollar	93	11.17	1 037	11.19	1 038	(1)
Chinese Yuan	134	2.42	324	2.42	325	(1)
Swiss Franc	5	21.23	112	21.46	113	(1)
Japanese Yen	15 520	9.14	1 698	8.76	1 771	(73)
Loss recognised directly in equity on import orders						(3 724)
Fair value of cash flow hedges						(3 723)
Taxation (note 15.1)						1 005
Non-controlling interest						434
Net loss recognised in equity (note 18.4)*						(2 284)

* To be allocated to initial cost of inventories in subsequent accounting periods.

The group determines whether the forward exchange contracts being used in hedging transactions are indeed highly effective.

Hudaco's central treasury is responsible for the management of foreign currency exposure throughout the group. This is done within clear guidelines set by the board, and exposure and limits are reviewed at quarterly board meetings. There has been no change during the year to the group's approach to managing foreign currency risk.

The group does not speculate in foreign currencies and hedging is only done where management is satisfied that there is a firm and ascertainable underlying commitment. As an element of control over input data, all information submitted is authorised by the chief financial officer of the business concerned.

The Rand remained volatile during 2025 and the conservative approach in the hedging policy was maintained so as not to expose the group to the continued volatility.

24.2.2 Interest rate risk

The group uses bank finance and has been reluctant to fix interest rates for extended periods on borrowings that finance working capital.

The interest rate profile of non-current borrowings is as follows:

	Year of repayment	Interest rate %	2025 R000	2024 R000
Amounts due to bankers	2027	JIBAR plus premium	650 000	750 000

A change of 1% in the interest rate charged on non-current borrowings will affect profit after tax by approximately R4.7 million (2024: R5.5 million) per year and profit attributable to equity holders of the parent by R4.0 million (2024: R4.7 million).

The introduction of ZARONIA and the phasing out of JIBAR as a benchmark interest rate will necessitate concomitant modifications to the Absa and Nedbank agreements.

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

24. Financial instruments continued**24.3 Credit risk**

Credit risk is present in trade receivables and short-term cash investments.

At group level trade receivables consist of a large, widely-spread customer base with no significant concentration of risk to any one customer or industry. Each business in the group is responsible for the management of credit risk in receivables and does so through ongoing credit evaluations, credit insurance and credit control policies and procedures. Management does not consider there to be any material credit risk exposure that is not already covered by an allowance for expected credit loss.

It is group policy to deposit short-term cash investments with major banks, within limits approved by the board, where security rather than yield is the overriding consideration.

The maximum credit risk to which the group is exposed is as follows:

R000	2025	2024
Trade receivables – net	1 304 369	1 168 867
Other receivables (excluding indirect taxes)	67 295	90 622
Fair value of forward exchange contracts	2 459	5 287
Bank deposits and balances	352 474	268 667
	1 726 597	1 533 443

24.4 Liquidity risk

The group manages liquidity risk by monitoring forecast cash flows and ensuring that adequate unutilised borrowing facilities are maintained. Unutilised facilities at 30 November 2025 were R1 535 million.

There is no restriction on borrowing powers in terms of the Memorandum of Incorporation and at 30 November 2025 the group's banking facilities substantially exceeded its forecast requirements for the forthcoming year.

The maturity profile of financial liabilities is as follows:

R000	Contractual cash flows during the year ending		
	Total	30 November 2026	30 November 2027 and thereafter
Amounts due to bankers	702 661	52 661	650 000
Lease liabilities	585 553	153 808	431 745
Bank overdraft	210 148	210 148	
Trade payables	889 048	889 048	
Fair value of forward exchange contracts	20 937	20 937	
Other payables (excluding payroll accruals and indirect taxes)	171 016	171 016	
Amounts due to vendors	123 561	30 618	92 943

R000	Contractual cash flows during the year ending		
	Total	30 November 2025	30 November 2026 and thereafter
Amounts due to bankers	818 975	68 975	750 000
Lease liabilities	509 072	150 733	358 339
Bank overdraft	107 542	107 542	
Trade payables	769 477	769 477	
Other payables (excluding payroll accruals and indirect taxes)	184 040	184 040	
Amounts due to vendors	93 953	93 953	

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

24. Financial instruments continued**24.5 Fair value of derivative financial instruments**

The unrealised profit (loss) arising on the fair value adjustment on all forward exchange contracts is set out below:

R000	2025	2024
Profit arising on the fair value adjustment included in receivables:	2 459	5 287
– Fair value hedges	2 458	4 002
– Cash flow hedges	1	1 285
Loss arising on the fair value adjustment included in payables:	(20 937)	(7 482)
– Fair value hedges	(17 213)	(5 562)
– Cash flow hedges	(3 724)	(1 920)

24.6 Capital management

The group seeks to ensure that it and each separate entity has sufficient capital to support its activities and its medium-term growth objectives.

In setting the ideal mix between debt and equity, the group seeks to optimise its return on shareholders' equity while maintaining prudent financial gearing. Generally, the objective is to operate with net interest-bearing debt not exceeding 2.0 times EBITDA. In 2025 it was 0.4 times (2024: 0.5 times).

Excess capital will be returned to shareholders in the form of special dividends or share buy-backs when appropriate.

In setting the maximum amount of unsecured debt the group would carry, the group's objective would also be to have net interest covered at least five times by operating profit; net interest being interest paid on interest-bearing debt less interest received. In 2025 it was 12.8 times covered by operating profit (2024: 8.8 times) and 15.4 times by EBITDA (2024: 10.4 times).

25. Directors' interests and remuneration**25.1 Interests of directors in the share capital of the company as at 30 November 2025**

The total beneficial interests of directors in the shares of the company are:

	Direct		Indirect	
	Share register (own name)		Held by associates	
	2025	2024	2025	2024
SJ Connelly	274 139	274 139	1 680	1 680
CV Amoils	235 109	217 781	7 500	7 500
GR Dunford	571 458	536 690	250 000	250 000
EJ Smith	41 478	33 250		
	1 122 184	1 061 860	259 180	259 180

There have been no changes in the above shareholdings between 30 November 2025 and the date of the notice of the annual general meeting.

25.2 Directors' interests in the share appreciation bonus scheme and the share matching scheme

The directors' interests in the share appreciation bonus scheme and the share matching scheme are set out in the implementation of the remuneration policy section of the remuneration report, specifically dealing with executive directors' remuneration as set out on pages 77 to 85 of the integrated report.

25.3 Directors' remuneration

The remuneration of the directors is set out in the implementation of the remuneration policy section of the remuneration report, specifically dealing with executive directors' remuneration as set out on pages 77 to 85 of the integrated report and non-executive directors' remuneration on page 86.

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

26. Related-party transactions

Related parties are those that control or have a significant influence over the group (including holding companies, major investors and key management personnel) and parties that are controlled or significantly influenced by the group (including subsidiaries and retirement benefit plans).

Hudaco has no holding company, nor is there a major shareholder that has significant influence over the group. Group companies have entered into transactions in the ordinary course of business with certain financial institutions that are also shareholders, or their affiliates. In the main, these transactions relate to property leases and financial services. All such transactions have been concluded under terms that are consistent with those entered into with third parties.

The company and its subsidiaries do have dealings with each other but these are eliminated on consolidation and are not dealt with in this note. A list of principal subsidiaries is provided on page 143.

Details of transactions between the group and other related parties are disclosed below.

Key management personnel are defined as directors of the company and members of the executive committee and include partners and children.

Hudaco does not have prescribed officers as defined in Regulation 38 of the Companies Regulations, 2011.

R000	2025	2024
Compensation of key management personnel (excluding non-executive directors):		
Short-term employee benefits	72 326	57 238
Value of long-term incentives awarded during the year	35 363	33 902
	107 689	91 140

In addition to the above, key management personnel exercised share appreciation rights during 2025 with a difference between the market price at exercise date and the strike price amounting to R3.3 million (2024: R61.0 million). The value of share matching rights maturing during the year was R30.2 million (2024: R29.8 million).

Details of directors' remuneration and share-based payments are set out in the implementation of the remuneration policy section of the remuneration report, specifically dealing with executive directors' remuneration as set out on pages 77 to 85 of the integrated report and non-executive directors' remuneration on page 86.

Shareholdings of the directors are set out in note 25.

GR Dunford, chief executive of Hudaco, is an 82% shareholder of the landlord of premises occupied by Ambro Steel, Bearings International, Dosco Precision Hydraulics, Gear Pump Manufacturing and Joseph Grieveson. Related-party rentals paid in respect of these businesses are as follows:

R000	Expiry date	2025	2024
Ambro Steel	Feb 29	5 247	4 858
Bearings International	Jun 28	2 356	3 134
Dosco Precision Hydraulics	Apr 27	2 415	2 245
Gear Pump Manufacturing	Jun 30	2 821	3 172
Joseph Grieveson	Jun 30	3 379	4 144

Before any lease is concluded with a related party, a third-party property expert is consulted to determine market-related rental terms fair to both parties. Where a fairness opinion is required in terms of the JSE Requirements, an additional independent expert is engaged to provide that opinion.

At 30 November 2025 Jaco Moolman, who was appointed to the executive committee on 30 June 2025, owed the company an amount of R200 000, as an unsecured, interest free loan. Of this, R100 000 was repaid on 28 January 2026 and the balance is repayable on 28 January 2027.

Notes to the annual financial statements *continued*

for the year ended 30 November 2025

27. Segment information

R million	Group		Head office, shared services and eliminations		Consumer-related products		Engineering consumables	
	2025	2024	2025	2024	2025	2024	2025	2024
Statement of net income								
Turnover ⁽¹⁾	8 748	8 379	(26)	(15)	3 804	3 881	4 970	4 513
EBITDA	1 301	1 196	(74)	(91)	550	549	825	738
Depreciation less recoupments and remeasurements								
– property, plant and equipment	(56)	(57)	(1)		(17)	(21)	(38)	(36)
– right-of-use assets	(125)	(115)	(1)	(1)	(52)	(50)	(72)	(64)
Amortisation of intangible assets	(23)	(17)			(4)	(4)	(19)	(13)
Operating profit (loss) before fair value adjustments	1 097	1 007	(76)	(92)	477	474	696	625
Impairment of goodwill	(104)	(77)			(104)	(77)		
Fair value adjustments	29	(12)					29	(12)
Profit (loss) before interest	1 022	918	(76)	(92)	373	397	725	613
Statement of financial position								
Property, plant and equipment	419	377	3	2	90	78	326	297
Right-of-use assets	407	361	7	9	148	142	252	210
Goodwill	1 180	1 226			523	626	657	600
Intangible assets	264	146		1	20	20	244	125
Deferred taxation – net	(30)	8	23	26			(53)	(18)
Inventories	2 638	2 461			1 132	1 215	1 506	1 246
Trade and other receivables	1 449	1 329	21	38	525	578	903	713
Trade and other payables	(1 311)	(1 175)	(106)	(84)	(461)	(456)	(744)	(635)
Taxation – net	(24)	(19)	155	120	(80)	(66)	(99)	(73)
Net operating assets	4 992	4 714	103	112	1 897	2 137	2 992	2 465
Turnover comprises								
Revenue from contracts with customers	8 748	8 379	(26)	(15)	3 804	3 881	4 970	4 513
Sales of products	8 470	8 110	(26)	(15)	3 764	3 832	4 732	4 293
Rendering of services	278	269			40	49	238	220
Timing of revenue recognition	8 748	8 379	(26)	(15)	3 804	3 881	4 970	4 513
Goods and services transferred at a point in time	8 704	8 288	(26)	(15)	3 801	3 871	4 929	4 432
Goods and services transferred over time	44	91			3	10	41	81
Geographical disaggregation	8 748	8 379	(26)	(15)	3 804	3 881	4 970	4 513
Goods and services sold in South Africa	7 927	7 581	(26)	(15)	3 488	3 559	4 465	4 037
Goods and services sold outside South Africa	821	798			316	322	505	476
Terms disaggregation	8 748	8 379	(26)	(15)	3 804	3 881	4 970	4 513
Goods and services sold on credit	7 631	7 275	(26)	(15)	3 188	3 262	4 469	4 028
Goods and services sold for cash	1 117	1 104			616	619	501	485
Additional information								
Average net operating assets ⁽²⁾	5 043	5 013	7	36	2 147	2 397	2 889	2 580
Capital expenditure	92	83	8	8	36	17	48	58
Operating profit margin (%)	12.5	12.0			12.5	12.2	14.0	13.9
Return on average net operating assets (%)	21.7	20.1			22.2	19.8	24.1	24.2
Number of permanent employees	3 707	3 582	23	23	1 471	1 545	2 213	2 014
Cost of sales	5 468	5 216			2 451	2 551	3 017	2 665
Employee-related expenses	1 549	1 520	107	119	552	549	890	852

⁽¹⁾ Of the R26 million (2024: R15 million) elimination, R16 million (2024: R13 million) relates to consumer-related products and the balance to engineering consumables.

⁽²⁾ The average is determined by using the monthly closing balances for 13 months.

No secondary segment information has been prepared as revenue and assets outside South Africa are less than 10% of the group total. The performance of operating segments is measured at operating profit level. Management of interest is centralised.

28. Retirement benefits

It is the policy of the group to provide for employees' retirement benefits by contributing to separate, defined contribution pension or provident plans which are independent entities managed by trustees and subject to the Pension Funds Act, 1956. Membership is of umbrella funds administered by Old Mutual. There are some businesses acquired by the group whose employees remain on their pre-acquisition retirement funds.

Contributions to retirement funding during the year amounted to R90.3 million (2024: R86.4 million). All permanent employees are required to become members of one of these plans unless they are obliged by legislation to be members of various industry funds.

The group does not contribute to post-retirement medical costs for current or future pensioners.

29. Events after reporting date

29.1 Dividends

Refer to note 21 for details of dividend 77 declared on 5 February 2026.

Company financial statements

for the year ended 30 November 2025

Hudaco Industries Limited Statement of financial position

at 30 November 2025

R000	2025	2024
Assets		
Non-current assets		
Interest in subsidiaries (note 1)	874 681	1 114 092
Current assets	280 165	281 798
Amounts owed by subsidiaries (note 1)	280 000	280 000
Receivables	165	1 798
Total assets	1 154 846	1 395 890
Equity and liabilities		
Shareholders' equity	1 152 956	1 394 143
Current liabilities	1 890	1 747
Payables and taxation	1 890	1 747
Total equity and liabilities	1 154 846	1 395 890

Statement of comprehensive income

for the year ended 30 November 2025

R000	2025	2024
Dividends from subsidiary		
– Hudaco Trading (Pty) Ltd	68 000	64 600
Operating costs	(5 906)	(5 670)
Imputed interest	21 127	33 102
Profit for the year	83 221	92 032

Statement of changes in equity

for the year ended 30 November 2025

R000	Share capital	Special reserve account	Retained income	Shareholders' equity
Note	3			
Balance at 30 November 2023	3 089	332	1 615 374	1 618 795
Profit after taxation			92 032	92 032
Dividends to shareholders			(290 979)	(290 979)
Dividends to subsidiary			(25 705)	(25 705)
Balance at 30 November 2024	3 089	332	1 390 722	1 394 143
Transfer from special reserve		(332)	332	
Profit after taxation			83 221	83 221
Dividends to shareholders			(298 076)	(298 076)
Dividends to subsidiary			(26 332)	(26 332)
Balance at 30 November 2025	3 089		1 149 867	1 152 956

Statement of cash flows

for the year ended 30 November 2025

R000	2025	2024
Cash generated from operating activities		
Cash dividends received	68 000	64 600
Operating costs paid	(5 906)	(5 670)
Decrease (increase) in working capital	1 776	(719)
Cash flow from operating activities	63 870	58 211
Cash flow from investing activities		
Increase in long-term loan account	(68 000)	(134 600)
Decrease in long-term loan account	328 538	323 073
Cash flow from investing activities	260 538	188 473
Cash flow from financing activities		
Dividends paid	(324 408)	(316 684)
Cash utilised in financing activities	(324 408)	(316 684)
Decrease in cash and cash equivalents		(70 000)
Cash and cash equivalents at the beginning of the year	280 000	350 000
Cash and cash equivalents at the end of the year	280 000	280 000

Notes to the company financial statements

for the year ended 30 November 2025

R000	2025	2024
1. Interest in and loans to subsidiaries		
Shares at cost less amounts written off	92 275	92 275
Loans to subsidiaries (note 5)	1 062 406	1 301 817
	1 154 681	1 394 092

These loans are unsecured, interest-free and have no fixed repayment terms.

The investment in a subsidiary company is carried at cost less impairment losses where applicable. The risk of default on the loans is considered to be highly unlikely and classified as stage 1 and therefore no allowance for expected credit loss has been raised.

Details of subsidiaries are in note 6.

2. Contingent liability

The company has guaranteed the senior banking facilities of Hudaco Trading (Pty) Ltd, amounting to R650 million (2024: R750 million) at year-end. When allocating the risk to the various guarantors it is important to assess the structure of the transaction. The two primary guarantors within the structure are Hudaco Industries Limited and Hudaco Investment Company (Pty) Ltd. The difference in exposure of the two entities is, however, materially impacted by the intercompany loan between Hudaco Investment Company (Pty) Ltd and Hudaco Trading (Pty) Ltd. By acting as a guarantor Hudaco Investment Company (Pty) Ltd has structurally *de facto* subordinated itself to the lending banks. In the event of Hudaco Trading (Pty) Ltd defaulting, Hudaco Investment Company (Pty) Ltd will only be entitled to recover cash flows, against the intercompany loan, once the exposure to the banks has been settled.

Given the structure above, Hudaco Industries Ltd will only be required to step in as guarantor if the cash flows realised from Hudaco Trading (Pty) Ltd is not sufficient to settle the amounts due to the senior lenders. To assess the potential exposure of Hudaco Industries Limited the Loss Given Default was estimated after accounting for the structural *de facto* sub-ordination of the intercompany loan.

The assessment resulted in a Loss Given Default of 0% indicating that Hudaco Industries Ltd has minimal exposure to a Hudaco Trading (Pty) Ltd default event. There has been no significant increase in credit risk.

R000	2025	2024
3. Share capital		
3.1 Authorised share capital		
40 000 000 ordinary shares of 10 cents each	4 000	4 000
3.2 Issued share capital		
30 895 980 (2024: 30 895 980) ordinary shares outstanding at the beginning of the year	3 089	3 089
30 895 980 (2024: 30 895 980) ordinary shares outstanding at the end of the year	3 089	3 089

4. Risk management

Risk is managed under the same principles as set out in note 24 of the consolidated annual financial statements on pages 134 to 136 of this report. This includes the amounts owed by subsidiaries of R1 062 million (2024: R1 302 million).

5. Group loans

The company does not have a day-to-day bank account. It utilises the short-term loan account for operational matters. The short-term portion of R280 million (2024: R280 million) (determined by a forecast of the company's cash demands for the next 12 months) is classified as cash and cash equivalents in the statement of cash flows. These loan accounts have no fixed payment terms with no penalty and are readily convertible to a known amount of cash to meet the company's cash commitments, and are subject to an insignificant risk of change in value.

The balance of the loan account is deemed to be collectable in 367 days and is classified as long term and its carrying value is discounted by using the weighted average group interest rate at the time of 8.09% (2024: 8.18%) per annum.

Notes to the company financial statements *continued*

for the year ended 30 November 2025

6. Principal subsidiaries

	Interest of holding company						
	Issued share capital Rand	Group's effective interest		Book value of shares		Loans owing by (to)	
		2025 R000	2024 R000	2025 R000	2024 R000	2025 R000	2024 R000
Hudaco Trading (Pty) Ltd	2 000	85 ⁽¹⁾	85 ⁽¹⁾	2	2		
Hudaco Investment Company (Pty) Ltd	26 160	100	100	48 158	48 158	1 062 406	1 301 817
Ironman 4X4 Africa RF (Pty) Ltd ⁽⁴⁾	100	50 ⁽³⁾	50 ⁽³⁾				
DD Power Holdings (Pty) Ltd ⁽⁴⁾	300 000	70 ⁽²⁾	70 ⁽²⁾				
DD Power (Pty) Ltd ⁽⁴⁾	7 450 000	70	70				
Valhold Ltd	959 841	100	100	37 692	37 692		
Valard Ltd	874 149	100	100	6 423	6 423		
Interest in subsidiaries				92 275	92 275	1 062 406	1 301 817

⁽¹⁾ 15% of the shares in Hudaco Trading (Pty) Ltd are held by the following BEE shareholders: The Hudaco Trading Empowerment Trust Number 1 – 10%; The Hudaco Trading Empowerment Trust Number 2 – 5%.

⁽²⁾ 30% of the shares in DD Power Holdings (Pty) Ltd are held by Deutz AG, incorporated in Germany.

⁽³⁾ 50% of the shares in Ironman 4X4 RF (Pty) Ltd are held by Ironman 4X4 International (Pty) Ltd incorporated in Australia.

⁽⁴⁾ Indirectly held.

Refer to the group directory on pages 156 to 160 for a comprehensive list of all trading businesses.

A complete list of subsidiaries is available to shareholders on request at the registered office of the company.

Shareholder information



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Shareholder analysis

as at 30 November 2025

Shareholder analysis	Number of shareholders	Number of shares	% of issued shares
Portfolio size			
1 – 1 000 shares	4 208	1 107 673	3.90
1 001 – 5 000 shares	789	2 249 608	7.92
5 001 – 10 000 shares	182	5 685 630	20.03
10 001 – 100 000 shares	49	13 665 981	48.14
Over 100 000 shares	3	5 679 260	20.01
Total*	5 231	28 388 152	100.00
Category			
Banks and nominee companies	34	600 425	2.12
Financial institutions and pension funds	476	22 840 210	80.46
Individuals	4 579	4 662 492	16.42
Other corporate bodies	142	285 025	1.00
Total*	5 231	28 388 152	100.00
Shareholder spread			
Non-public Shareholders	22	1 586 806	5.59
Public Shareholders	5 209	26 801 346	94.41
Total*	5 231	28 388 152	100.00

*Excludes 2 507 828 shares held by a subsidiary company.

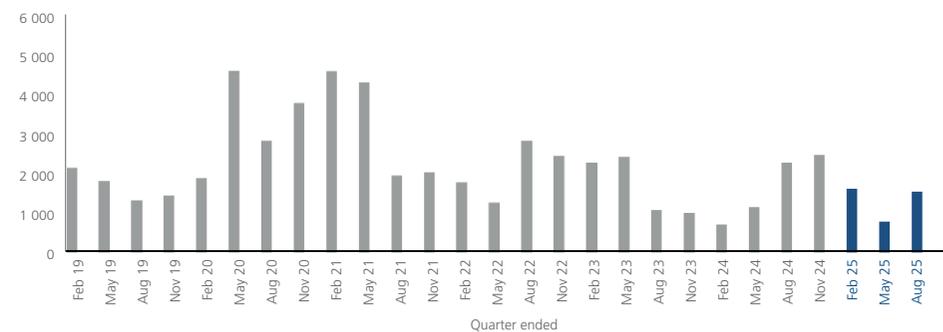
Major shareholders	Number of shares	% of issued shares
Beneficial shareholders holding more than 3%		
Government Employees Pension Fund	3 935 908	13.86
Ninety One Emerging Companies Fund	1 173 972	4.14
PSG Flexible Fund	1 108 176	3.90
Investec IAL Special Focus Fund	927 109	3.27
Fund managers holding more than 3%		
Public Investment Corporation	3 600 474	12.68
PSG Asset Management	2 760 373	9.72
Nintey One	2 247 570	7.92
Aylett & Co Fund Managers	2 116 936	7.46
Abax Investments	2 083 904	7.34
Sanlam Investments	887 605	3.13
Old Mutual Investments	873 821	3.08

Share information

Share price history



Volume of shares traded (000)



JSE statistics

	2025	2024	2023	2022	2021	2020	2019
Market price (cents)	18 560	20 050	16 320	14 000	13 950	8 550	10 808
NAV per share (cents)	12 897	12 012	11 571	10 647	9 541	8 470	8 666
Number of shares in issue (000)*	28 388	28 388	28 388	29 083	30 217	31 646	31 646
Market capitalisation (Rm)*	5 269	5 692	4 633	4 072	4 215	2 706	3 420
Price:earnings ratio (times)	8.6	10.0	7.9	7.7	9.1	8.4	8.4
All Share Industrial Index PE ratio (J257)	17.4	20.0	18.5	22.9	22.4	32.5	22.9
Dividend yield (%)	4.5	4.1	4.7	4.7	3.7	3.8	4.2
All Share Industrial Index dividend yield (J257) (%)	2.1	2.3	2.6	2.1	1.5	1.9	2.3

Annual trade in Hudaco shares

Number of transactions recorded	30 060	22 967	18 694	21 681	31 289	33 184	22 314
Volume of shares traded (000)	5 752	6 768	6 932	8 495	13 162	13 425	6 882
% of issued shares traded (%)*	20	24	24	29	44	42	22
Value of shares traded (Rm)	1 095	1 220	1 095	1 191	1 377	1 041	863

* Excludes treasury shares.

Notice of annual general meeting

Hudaco Industries Limited

(Incorporated in the Republic of South Africa)
 (Registration number 1985/004617/06)
 Share code: HDC ISIN code: ZAE000003273
 (“Hudaco” or “the company”)

Notice to shareholders of the 41st annual general meeting (AGM) of Hudaco Industries Limited

Notice is hereby given that the 41st AGM of shareholders of the company for the year ended 30 November 2025 will be held at 11:00 on Thursday, 26 March 2026 in the boardroom at Hudaco’s offices situated at Building 9, Greenstone Hill Office Park, Emerald Boulevard, Greenstone Hill, Edenvale. Registration for attendance will commence at 10:30.

Important dates and times ^{(1), (2)}	2026
Record date for determining which shareholders are entitled to receive the AGM notice	Friday, 20 February
Notice distributed to shareholders on or about	Wednesday, 25 February
Last day to trade to be eligible to attend, participate in and vote at the AGM	Tuesday, 17 March
Record date for attending, participating in and voting at the AGM ⁽³⁾	Friday, 20 March
AGM to be held at 11:00	Thursday, 26 March
Results of AGM to be released on SENS on or about	Thursday, 26 March

Notes

- (1) All times referred to in this notice are local times in South Africa.
- (2) Any material variation of the above dates and times will be announced on SENS.
- (3) The Hudaco board of directors (the board) has determined that the record date for the purpose of determining which shareholders are entitled to receive the AGM notice is Friday, 20 February 2026, and the record date for purposes of determining which shareholders of the company are entitled to attend, participate in and vote at the AGM is Friday, 20 March 2026. Accordingly, the last day to trade to be recorded as such in the register maintained by the transfer secretaries of the company is Tuesday, 17 March 2026.
- (4) Kindly note that AGM participants (including shareholders and proxies) are required to provide satisfactory picture identification before being entitled to attend or participate in and vote at the AGM. Forms of satisfactory identification include valid identity documents, driver’s licences and passports.

Business to be transacted

The purpose of the AGM is for the following business to be transacted and the following ordinary and special resolutions to be proposed, and if deemed fit, approved with or without modification:

1. Presentation of audited consolidated financial statements

To present the audited consolidated financial statements of the company (as approved by the board), as well as the reports of the external auditor, audit and risk management committee, social and ethics committee, remuneration committee and directors for the financial year ended 30 November 2025, distributed as required.

Copies of the integrated report, which contains the full audited consolidated annual financial statements, for the year ended 30 November 2025 are obtainable from the company’s website: www.hudaco.co.za or from the group company secretary at hudaco@acorim.co.za.

2. Ordinary Resolution Number 1: To re-elect directors retiring by rotation

To re-elect as directors, each by way of a separate vote, the following directors who are required to retire in terms of clause 21.6.1 of the company’s Memorandum of Incorporation (“MOI”) and being eligible, have offered themselves for re-election:

- 2.1 Ordinary Resolution Number 1.1: Re-election of Mr MR Thompson; and
- 2.2 Ordinary Resolution Number 1.2: Re-election of Mr EJ Smith;

The nomination committee of the board has reviewed the composition of the board against corporate governance and transformation requirements and has recommended the re-election of the directors listed above. It is the view of the board that re-election of the candidates referred to above would enable the company to:

- responsibly maintain a mixture of business skills and experience relevant to the company and balance the requirements of transformation, continuity and succession planning; and
- comply with corporate governance requirements in respect of matters such as the balance of executive, non-executive and independent directors on the board.

Brief *curricula vitae* of directors who have offered themselves for re-election are included on pages 24 and 25 of the Hudaco integrated report.

For Ordinary Resolution Numbers 1.1 and 1.2 to be adopted, the support of more than 50% of the total number of votes exercisable by shareholders, present in person or by proxy, is required.

Note

In terms of clause 21.6.1 of the company’s MOI at least one-third of the directors must retire each year and are eligible for re-election. The directors who shall retire shall be the longest serving directors since their last election.

3. Ordinary Resolution Number 2: To elect a director appointed since the previous AGM

To elect as an independent non-executive director, Ms ET Moabi, who was appointed by the board during the course of the year and is required to retire in terms of clause 21.2.6 of the company's MOI, and being eligible, has offered herself for election.

The nomination committee of the board has reviewed the composition of the board against corporate governance and transformation requirements and has recommended the election of Ms ET Moabi. It is the view of the board that the election of Ms ET Moabi would enable the company to responsibly maintain a mixture of business skills and experience relevant to the company and balance the requirements of transformation, continuity and succession planning.

For Ordinary Resolution Number 2 to be adopted, the support of more than 50% of the total number of votes exercisable by shareholders, present in person or by proxy, is required.

A brief *curriculum vitae* of Ms ET Moabi is included on page 24 of the integrated report.

4. Ordinary Resolution Number 3: To approve the re-appointment of external auditors

To re-appoint Deloitte & Touche (Deloitte) as independent auditors of Hudaco and to note that the individual registered auditor who will undertake the audit for the financial year ending 30 November 2026 is Mr PWM van Zijl.

The audit and risk management committee of the company has concluded that the re-appointment of Deloitte will comply with the requirements of the Companies Act, 71 of 2008 (the Companies Act), the Companies Regulations 2011 promulgated thereunder ("Companies Regulations"), and the Requirements of the JSE Limited (JSE) and has accordingly nominated Deloitte for re-appointment as auditors of the company.

For Ordinary Resolution Number 3 to be adopted, the support of more than 50% of the total number of votes exercisable by shareholders, present in person or by proxy, is required.

5. Ordinary Resolution Number 4: Appointment of the members of the audit and risk management committee

To elect, each by way of a separate vote, the members of the audit and risk management committee of the company, with effect from the end of the AGM:

- 5.1 Ordinary Resolution Number 4.1: To elect Ms B Bulo as member;
- 5.2 Ordinary Resolution Number 4.2: To elect Ms ET Moabi as member; and
- 5.3 Ordinary Resolution Number 4.3: To elect Mr MR Thompson as member, subject to the approval of Ordinary Resolution Number 1.1.

Under the Companies Act, the audit committee is a committee elected by the shareholders at each AGM. A brief *curriculum vitae* of each of the independent non-executive directors mentioned above appears on page 24 of the Hudaco integrated report.

The board has reviewed the proposed composition of the audit and risk management committee against the requirements of the Companies Act and the Companies Regulations and has confirmed that the proposed audit and risk management committee will comply with the relevant requirements and have the necessary knowledge, skills and experience to enable the committee to perform its duties in terms of the Companies Act. Accordingly, the board recommends the election of the directors listed above as members of the audit and risk management committee.

For Ordinary Resolutions Numbers 4.1, 4.2 and 4.3 to be adopted, the support of more than 50% of the total number of votes exercisable by shareholders, present in person or by proxy, is required.

6. Ordinary Resolution Number 5: Appointment of the members of the social and ethics committee

To elect, each by way of a separate vote, the members of the social and ethics committee of the company, with effect from the end of the AGM:

- 6.1 Ordinary Resolution Number 5.1: To elect Ms ET Moabi as member, subject to the approval of Ordinary Resolution Number 2;
- 6.2 Ordinary Resolution Number 5.2: To elect Ms B Bulo as member; and
- 6.3 Ordinary Resolution Number 5.3: To elect Mr EJ Smith as member, subject to the approval of Ordinary Resolution Number 1.2.

Shareholders are required to elect the social and ethics committee members at each AGM of the company.

A brief *curriculum vitae* of each of the independent non-executive directors mentioned above appears on page 24 of the Hudaco integrated report.

The board has reviewed the proposed composition of the social and ethics committee against the requirements of the Companies Act and the Companies Regulations and has confirmed that the proposed social and ethics committee will comply with the relevant requirements and have the necessary knowledge, skills and experience to enable the committee to perform its duties in terms of the Companies Act. Accordingly, the board recommends the election of the directors listed above as members of the social and ethics committee.

For Ordinary Resolutions Numbers 5.1, 5.2 and 5.3 to be adopted, the support of more than 50% of the total number of votes exercisable by shareholders, present in person or by proxy, is required.

Notice to annual general meeting *continued***7. Special Resolution Number 1: Approval of non-executive directors' remuneration**

That the remuneration, exclusive of value-added tax, payable to the non-executive directors of Hudaco for their services as directors for the period 1 April 2026 until 31 March 2027, be and it is hereby approved as set out below:

R (excluding VAT)	Proposed 2026		Approved 2025	
	Base fee	Penalty for non-attendance	Base fee	Penalty for non-attendance
Board				
Chairman of the board	1 524 300*	29 000	1 451 700*	27 500
Lead independent director	452 000	24 500	430 400	23 200
Board member	407 600	20 000	388 200	19 000
Audit and risk management committee				
Chairman of the committee	334 500	26 600	318 600	25 300
Committee member	196 000	20 000	186 700	19 000
Remuneration committee				
Chairman of the committee	235 000	26 600	223 700	25 300
Committee member	115 200	18 900	109 700	18 000
Nomination committee				
Chairman of the committee	*	20 000	*	19 000
Committee member	99 800	15 000	95 000	14 800
Social and ethics committee				
Chairman of the committee	217 000	26 600	206 800	25 300
Committee member	101 900	15 500	97 000	14 800

* All-inclusive fee.

The penalty incurred for non-attendance as chairman of a meeting would be paid to the member who stood in as chairman at that meeting.

The fee for additional meetings would be: Chairman – R41 000 (2025: R39 000) and member – R30 000 (2025: R28 500).

Reason and effect of Special Resolution Number 1

This resolution is proposed to comply with the requirements of the Companies Act. In terms of section 65(11)(h) of the Companies Act, read with sections 66(8) and 66(9), remuneration may only

be paid to directors for their services as directors in accordance with a special resolution approved by the shareholders within the previous two years, and only if this is not prohibited in terms of the company's MOI.

Therefore, the reason for and effect of Special Resolution Number 1 is to approve the payment of and the basis for calculating the remuneration payable by Hudaco to its non-executive directors for their services as directors of the company for the period 1 April 2026 until 31 March 2027. The fees payable to the non-executive directors are detailed above. Further details on the basis of calculation of remuneration are included in the remuneration report on page 86 of the Hudaco integrated report.

For Special Resolution Number 1 to be adopted, the support of at least 75% of the total number of votes exercisable by shareholders, present in person or by proxy, is required.

8. Non-binding Resolution Number 1: Approval of Hudaco's remuneration policy

That shareholders endorse, through a non-binding advisory vote, Hudaco's remuneration policy. Hudaco's remuneration policy is set out on pages 68 to 86 of the Hudaco integrated report.

King IV as well as the JSE Requirements require the board (with the assistance of the remuneration committee) to present Hudaco's remuneration policy to the shareholders. This non-binding resolution is of an advisory nature and failure to pass this resolution will therefore not have any legal consequences for existing arrangements. However, should the resolution be voted against by 25% or more of the voting rights exercised, the board undertakes to offer to engage with those opposed to the remuneration policy to ascertain the reasons therefore, and to address appropriately legitimate objections and concerns. The manner and timing of such engagement will be communicated in the voting results announcement.

9. Non-binding Resolution Number 2: Approval of Hudaco's remuneration implementation report

That shareholders endorse, through a non-binding advisory vote, Hudaco's remuneration implementation report. Hudaco's remuneration implementation report is set out on pages 76 to 86 of its integrated report.

King IV as well as the JSE Requirements require the board (with the assistance of the remuneration committee) to present Hudaco's remuneration implementation report to the shareholders. This non-binding resolution is of an advisory nature and failure to pass this resolution will therefore not have any legal consequences for existing arrangements. However, should the resolution be voted against by 25% or more of the voting rights exercised, the board undertakes to offer to engage with those opposed to the remuneration implementation report to ascertain the reasons therefore, and to address appropriately legitimate objections and concerns. The manner and timing of such engagement will be communicated in the voting results announcement.

10. Ordinary Resolution Number 6: General authority to repurchase up to 1 544 799 (5%) of the ordinary shares in issue

That Hudaco or any of its subsidiaries be and is hereby authorised, by way of a general approval, to acquire up to 1 544 799 (5%) of Hudaco's ordinary shares (ordinary shares) in terms of the JSE Requirements, being that:

- any such acquisition of ordinary shares shall be effected through the order book operated by the JSE trading system and done without any prior understanding or arrangement between Hudaco or any subsidiary and the counterparty;
- this general authority shall be valid until Hudaco's next AGM, provided that it shall not extend beyond 15 months from the date of passing of this ordinary resolution;
- an announcement will be published as soon as Hudaco or any of its subsidiaries has acquired ordinary shares constituting, on a cumulative basis, 3% of the number of ordinary shares in issue and for each 3% in aggregate of the initial number acquired thereafter, in compliance with the JSE Requirements;
- acquisitions of ordinary shares in aggregate in any one financial year may not exceed 5% of Hudaco's ordinary issued share capital as at the date of passing of this Ordinary Resolution Number 6;
- ordinary shares may not be acquired at a price greater than 10% above the weighted average of the market price at which such ordinary shares are traded on the JSE as determined over the five business days immediately preceding the date of repurchase of such ordinary shares by Hudaco or any of its subsidiaries;
- Hudaco has been given authority by its MOI;
- at any point in time, Hudaco may only appoint one agent to effect any repurchase on its behalf;
- prior to entering the market to repurchase the company's shares, a board resolution authorising the repurchase will have been passed in accordance with the requirements of section 46 of the Companies Act, stating that the board has applied the solvency and liquidity test as set out in section 4 of the Companies Act, and has reasonably concluded that the company will satisfy the solvency and liquidity test immediately after the repurchase; and
- Hudaco and/or its subsidiaries may not repurchase any ordinary shares during a prohibited period as defined by the JSE Requirements unless a repurchase programme is in place and full details of the programme have been submitted to the JSE in writing prior to the commencement of the prohibited period. Hudaco must instruct one independent third-party, which makes its investment decisions in relation to the company's ordinary shares independently of, and uninfluenced by, Hudaco, prior to the commencement of the prohibited period.

Before entering the market to effect the general repurchase, the directors, having considered the effects of the repurchase of the maximum number of ordinary shares in terms of the foregoing general authority, will ensure that for a period of 12 months after the date of this notice of AGM:

- Hudaco and the group will be able, in the ordinary course of business, to pay its debts;
- the consolidated assets of Hudaco and the group, fairly valued in accordance with statements of IFRS Accounting Standards, will exceed the consolidated liabilities of Hudaco and the group; and
- Hudaco and the group's ordinary share capital, reserves and working capital will be adequate for ordinary business purposes.

The following additional information, which appears in the integrated report as published on Hudaco's website, is provided in terms of the JSE Requirements for purposes of the general authority to repurchase shares:

- major shareholders – page 145; and
- share capital – note 18 on page 126.

Directors' responsibility statement

The directors, whose names appear on pages 24 and 25 of this integrated report, collectively and individually accept full responsibility for the accuracy of the information pertaining to this Ordinary Resolution Number 6 and certify that, to the best of their knowledge and belief, there are no facts that have been omitted which would make any statements false or misleading, and that all reasonable enquiries to ascertain such facts have been made and that this Ordinary Resolution Number 6 contains all information required by law and the JSE Requirements.

Material changes

Other than the facts and developments reported on in this integrated report, there have been no material changes in the affairs or financial position of Hudaco and its subsidiaries since the date of signature of the audit report and up to the date of this AGM notice.

Reason and effect of Ordinary Resolution Number 6

The reason for and effect of this ordinary resolution is to grant the directors of Hudaco a general authority in terms of the Companies Act and the JSE Requirements for the repurchase by Hudaco, or a subsidiary of Hudaco, of up to 1 544 799 (5%) of its ordinary shares. This authority is intended to be used in the event that the board concludes that the repurchasing shares is the appropriate allocation of capital at a point in time.

For Ordinary Resolution Number 6 to be adopted, the support of more than 50% of the total number of votes exercisable by shareholders, present in person or by proxy, is required.

Notice to annual general meeting *continued*

11. Ordinary Resolution Number 7: General authority to directors to allot and issue up to 1 544 799 authorised but unissued ordinary shares (5% of the shares in issue)

That, as required by and subject to the MOI and the requirements of the Companies Act and the JSE Requirements, from time to time, the directors be and they are, as a general authority and approval, authorised, as they in their discretion think fit, to allot and issue unissued ordinary shares of the company, subject to the following:

- the authority shall be valid until the date of the next AGM of the company, provided that it shall not extend beyond 15 months from the date of this AGM; and
- issues in terms of the authority will not, in any financial year, in aggregate, exceed 5% of the number of ordinary shares in the company's issued share capital as at the date of the AGM.

The rationale for proposing Ordinary Resolution Number 7, is that, in terms of clause 10.4 of the company's MOI, read with the JSE Requirements, shareholders may authorise directors to allot and issue the authorised but unissued shares, as the directors in their discretion think fit.

In terms of the JSE Requirements, for Ordinary Resolution Number 7 to be adopted, the support of more than 50% of the total number of votes exercisable by shareholders, present in person or by proxy, is required.

12. Ordinary Resolution Number 8: Signature of documents

That any one director or the group company secretary of Hudaco be and is hereby authorised to do all such things and sign all documents and take all such action as they consider necessary to implement the resolutions set out in the notice convening the AGM at which this ordinary resolution will be considered.

For Ordinary Resolution Number 8 to be adopted, the support of more than 50% of the total number of votes exercisable by shareholders, present in person or by proxy, is required.

Quorum

A quorum for the purpose of considering the resolutions above consists of three shareholders of the company, personally present or represented by proxy and entitled to vote at the AGM. In addition, a quorum will comprise 25% of all voting rights entitled to be exercised by shareholders in respect of the resolutions above.

The date on which shareholders must be recorded as such in the register maintained by the transfer secretaries, Computershare Investor Services (Pty) Ltd, to be entitled to attend, participate in and vote at the AGM is Friday, 20 March 2026.

Voting and proxies

To record the votes more effectively and give effect to the intentions of shareholders, voting on all resolutions will be conducted by way of a poll. Any shareholder entitled to attend and vote at the AGM may appoint a proxy to attend, speak and vote in his/her stead. A proxy need not be a shareholder of the company. For the convenience of registered members of the company, a form of proxy is enclosed herewith.

The attached form of proxy is to be completed only by those shareholders who are:

- holding the company's ordinary shares in certificated form; or
- recorded on the electronic sub-register in "own name" dematerialised form.

Shareholders who have dematerialised their ordinary shares through a Central Securities Depository Participant ("CSDP") or broker and wish to attend the AGM must instruct their CSDP or broker to provide them with their voting instruction in terms of the relevant custody agreement/mandate entered into between them and the CSDP or broker.

A form of proxy is attached but may also be obtained on request from the company's registered office. Completed forms of proxy should be returned to the transfer secretaries, Computershare Investor Services (Pty) Ltd, Rosebank Towers, 15 Biermann Avenue, Rosebank, 2196 (Private Bag X9000, Saxonwold, 2132), so as to reach them by no later than 11:00 on Tuesday, 24 March 2026. It may also be emailed to them at proxy@computershare.co.za. Any forms of proxy not submitted in this time may nevertheless be submitted to the transfer secretaries before the AGM or handed to the chairman of the AGM prior to the shareholder exercising any rights of a shareholder at the AGM.

Electronic participation

In terms of section 61(10) of the Companies Act, every shareholders' meeting of a public company must be reasonably accessible within South Africa for electronic participation by shareholders. Therefore, shareholders or their proxies may participate in a meeting by way of video conference if they wish to do so. In this event:

- Hudaco's company secretary must be contacted by email (at the address hudaco@acorim.co.za) by no later than 11:00 on Tuesday, 24 March 2026 in order to obtain dial-in details for participation;
- valid identification will be required:
 - if the shareholder is an individual, a certified copy of their identity document and/or passport;
 - if the shareholder is not an individual, a certified copy of a resolution by the relevant entity and a certified copy of the identity documents and/or passports of the persons who passed the relevant resolution, specifying the name of the individual that is authorised to represent the relevant entity at the AGM by way of video conference call as well as a valid email address and/or facsimile number; and
- no electronic voting facilities will be available so shareholders who wish to participate in the meeting by video conference and wish to vote are still required to submit their proxy forms in advance.

By order of the board



N Davies – Acorim (Pty) Ltd

Company secretaries

24 February 2026

Transfer secretaries

Computershare Investor Services (Pty) Ltd
Rosebank Towers, 15 Biermann Avenue
Rosebank, 2196
(Private Bag X9000, Saxonwold, 2132)

Form of proxy

To: **Computershare Investor Services Proprietary Limited**
 Rosebank Towers, 15 Biermann Avenue, Rosebank, 2196
 (Private Bag X9000, Saxonwold, 2132)
 email: proxy@computershare.co.za

Proxy form for the 41st annual general meeting – for use by certificated Hudaco ordinary shareholders and dematerialised shareholders with own name registration only (see note 1)

For use by Hudaco shareholders at the annual general meeting of Hudaco to be held at 11:00 on Thursday, 26 March 2026 at Hudaco's offices situated at Building 9, Greenstone Hill Office Park, Emerald Boulevard, Greenstone Hill, Edenvale, Gauteng (the annual general meeting).

I/We _____

of (address) _____

(PLEASE PRINT)

being the holder(s) of ordinary shares

in the capital of the company, do hereby appoint (see note 2):

1 _____ or failing him/her

2 _____ or failing him/her

3 the chairman of the annual general meeting

as my/our proxy to act on my/our behalf at the annual general meeting, which will be held for the purpose of considering and, if deemed fit, passing, with or without modification, the resolutions to be proposed thereat and at any adjournment thereof, and to vote for and/or against the resolutions and/or abstain from voting in respect of all the above ordinary shares registered in my/our name/s, in accordance with the following instructions:



Hudaco Industries Limited
 (Incorporated in the Republic of South Africa)
 (Registration number 1985/004617/06)
Share code: HDC ISIN: ZAE000003273
 ("Hudaco" or "the company")

Please indicate with an "X" in the appropriate box below how you wish to vote.

Resolution	Number of ordinary shares		
	For	Against	Abstain
Ordinary Resolution Number 1: To re-elect directors retiring by rotation:			
1.1 MR Thompson			
1.2 EJ Smith			
Ordinary Resolution Number 2: To elect a director appointed since the previous AGM: ET Moabi			
Ordinary Resolution Number 3: To approve the re-appointment of external auditors			
Ordinary Resolution Number 4: Appointment of the members of the audit and risk management committee:			
4.1 B Bulu			
4.2 ET Moabi			
4.3 MR Thompson (subject to the passing of Ordinary Resolution Number 1.1)			
Ordinary Resolution Number 5: Appointment of the members of the social and ethics committee:			
5.1 ET Moabi (subject to the passing of Ordinary Resolution Number 2)			
5.2 B Bulu			
5.3 EJ Smith (subject to the passing of Ordinary Resolution Number 1.2)			
Special Resolution Number 1: Approval of non-executive directors' remuneration			
Non-binding Resolution Number 1: Approval of Hudaco's remuneration policy			
Non-binding Resolution Number 2: Approval of Hudaco's remuneration implementation report			
Ordinary Resolution Number 6: General authority to repurchase up to 1 544 799 of the ordinary shares (5% of the shares in issue)			
Ordinary Resolution Number 7: General authority to directors to allot and issue up to 1 544 799 authorised but unissued ordinary shares (5% of the shares in issue)			
Ordinary Resolution Number 8: Signature of documents			

Signed at _____ on _____ 2026

Signature(s) _____

Assisted by me (where applicable) _____

Notes

1. Shareholders who have dematerialised their shares through a Central Securities Depository Participant (“CSDP”) or broker must either inform their CSDP or broker of their intention to attend the annual general meeting to provide them with the necessary authority to attend or provide the CSDP or broker with their voting instruction in terms of the custody agreement entered into between the beneficial owner and the CSDP or broker.
2. A shareholder may insert the name of a proxy or the names of two alternative proxies of the shareholder's choice in the space provided. The person whose name appears first on the form of proxy and who is present at the annual general meeting will be entitled to act as proxy to the exclusion of those whose names follow.
3. A shareholder's instructions to the proxy must be indicated by “X” in the appropriate box provided on the proxy form. Failure to comply with the above will be deemed to authorise a proxy to vote or abstain from voting at the annual general meeting as he/she deems fit in respect of all the members' votes exercisable at the annual general meeting.
4. The completion and lodging of this form of proxy will not preclude the shareholder from attending the annual general meeting and speaking and voting thereat to the exclusion of any proxy appointed in terms hereof should the shareholder wish to do so (see note 1 above).
5. The chairman of the annual general meeting may reject or accept any proxy form that is completed and/or received, other than in accordance with these notes. Proxy forms received by way of facsimile will be acceptable.
6. Each shareholder is entitled to appoint one or more proxies (none of whom needs to be a shareholder of Hudaco) to attend, speak and vote in place of the shareholder at the annual general meeting.
7. Any alteration to this form of proxy, other than a deletion of alternatives, must be initialled by the signatories.
8. Documentary evidence establishing the authority of the person signing this form of proxy in a representative capacity must be attached to this form of proxy unless previously recorded by Hudaco.
9. Where there are joint shareholders:
 - (a) Any one shareholder may sign the form of proxy;
 - (b) The vote of the senior (for that purpose seniority will be determined by the order in which the names of shareholders appear in Hudaco's register of shareholders) who tenders a vote (whether in person or by proxy) will be accepted to the exclusion of the vote/s of the other joint shareholder/s.
10. For administrative purposes only, forms of proxy should be lodged with the transfer secretaries, Computershare Investor Services (Pty) Ltd, Rosebank Towers, 15 Biermann Avenue, Rosebank, 2196 or be posted to them at Private Bag X9000, Saxonwold, 2132, or emailed to them at proxy@computershare.co.za, by Thursday, 26 March 2026, at 11:00 or thereafter to the company by hand at Hudaco's offices situated at Building 9, Greenstone Hill Office Park, Emerald Boulevard, Greenstone Hill, Edenvale, Gauteng. Any forms of proxy not submitted by this time may nevertheless be submitted to the transfer secretaries before the annual general meeting or handed to the chairman of the annual general meeting prior to the shareholder exercising any rights of a shareholder at the annual general meeting.
11. In terms of section 61(10) of the Companies Act, every shareholders' meeting of a public company must be reasonably accessible within South Africa for electronic participation by shareholders. Therefore, shareholders or their proxies may participate in a meeting by way of video conference if they wish to do so. In this event:
 - Hudaco's company secretary must be contacted by email (at the address hudaco@acorim.co.za) by no later than 11:00 on Thursday, 26 March 2026 in order to obtain dial-in details for participation;
 - valid identification will be required:
 - if the shareholder is an individual, a certified copy of their identity document and/or passport;
 - if the shareholder is not an individual, a certified copy of a resolution by the relevant entity and a certified copy of the identity documents and/or passports of the persons who passed the relevant resolution, specifying the name of the individual that is authorised to represent the relevant entity at the AGM by way of video conference call as well as a valid email address and/or facsimile number; and
 - no electronic voting facilities will be available so shareholders who wish to participate in the meeting by video conference and wish to vote are still required to submit their proxy forms in advance.

Additional forms of proxy are available from the transfer secretaries on request.

Corporate information

Hudaco Industries Limited

(Incorporated in the Republic of South Africa)
(Registration number 1985/004617/06)
JSE share code: HDC
A2X share code: HDC
ISIN code: ZAE000003273

Registered and business address

1st Floor, Building 9
Greenstone Hill Office Park
Emerald Boulevard
Greenstone Hill, Edenvale
(Private Bag 13, Elandsfontein, 1406)
Tel: +27 11 657 5000
Email: info@hudaco.co.za
Website: www.hudaco.co.za

Secretary

Acorim (Pty) Ltd
13th Floor, Illovo Point
68 Melville Road
Illovo
Tel: +27 11 325 6363
Email: hudaco@acorim.co.za
Website: www.acorim.co.za

Transfer secretaries

Computershare Investor Services (Pty) Ltd
Rosebank Towers, 15 Biermann Avenue
Rosebank
(PO Box 61051, Marshalltown, 2107)
Tel: + 27 11 370 5000

Auditors

Deloitte & Touche
5 Magwa Crescent
Waterfall City, Midrand

Bankers

Absa Bank Ltd
FirstRand Bank Ltd
Nedbank Ltd
The Standard Bank of South Africa Ltd

Sponsor

Nedbank Corporate and Investment Banking,
a division of Nedbank Limited
135 Rivonia Road, Sandton
(PO Box 1144, Johannesburg, 2000)

Shareholders' diary

Financial year-end	30 November 2025
Annual general meeting	26 March 2026

Reports and financial statements

Summarised report and final dividend announcement	6 February 2026
Notification of annual general meeting (distributed to shareholders)	25 February 2026
Publication of integrated report including annual financial statements	25 February 2026
Interim report and interim dividend announcement	3 July 2026

Dividend payment details

Payment of final dividend	2 March 2026
Payment of interim dividend	11 August 2026

Group directory

Business name	Principal activities	Executives			Contact		
Consumer-related products							
Power tools and fasteners							
Rutherford	Distributor of Makita power tools, Mercury marine engines and survey instrumentation.	Chris Pillay Arusha Matadin Pierre Theron Gareth Dreyer	Chief executive Financial director Divisional director Divisional director	Johan Kok Jeanie Manson Eva Davis	Divisional director Logistics director Financial manager	Tel 011 878 2600 Email info@rutherford.co.za Web www.rutherford.africa	
Boltworld	Distributor of a comprehensive range of quality fasteners, including blind rivets, self-drilling screws, hexagonal bolts, nuts and washers.	Chris Pillay Arusha Matadin Jeanie Manson	Chief executive Financial director Logistics director	Kumarin Vandayar Eva Davis	Divisional director Financial manager	Tel 011 878 2600 Email info@rutherford.co.za Web www.ftsboltworld.co.za	
Security and communication equipment							
Elvey Security Technologies	Distributor of electronic security equipment, including intruder detection, access control, CCTV, fire detection, electric fencing and specialised products, as well as related consumables.	Jaco Moolman Carlos Esteves	Chief executive Financial director	Tasha Smith	Sales and marketing director	Tel 011 401 6700 Email sales@elvey.co.za Web www.elvey.co.za	
Pentagon	Distributor of integrated security and life safety solutions, including surveillance, access control, fire detection, public address and perimeter detection products.	Jaco Moolman Carlos Esteves	Chief executive Financial director	Tasha Smith	Sales and marketing director	Tel 011 401 6700 Email info@pentgon.co.za Web www.pentagon.africa	
Global Communications	Distributor of professional mobile radio communication equipment and radio systems integrator.	Jaco Moolman Carlos Esteves	Managing director Financial director	Tasha Smith	Sales and marketing director	Tel 087 310 0400 Email info@globalcomms.co.za Web www.globalcomms.co.za	
Data networking equipment							
MiRO	Distributor of wireless IP convergence solutions, including network infrastructure, switches and routers, Wi-Fi and hotspot, enterprise wireless, fixed wireless broadband, carrier class wireless, antennas and masts, voice over IP and IP surveillance products.	Marco de Ru Shireen Pillay	Managing director Financial director	Jonathan Newton	Commercial director	Tel 012 657 0960 Email sales@miro.co.za Web www.miro.co.za	
Automotive aftermarket							
Abes Technoseal	Distributor of light and heavy-duty clutch kits, ignition leads and rotary shaftseals to the automotive aftermarket and hydraulic and pneumatic seals to the industrial and construction equipment market.	Rolf Lung	Managing director	April Heath	Financial director	Tel 011 397 4070 Email info@abes.co.za Web www.abes.co.za	
Partquip	Distributor of automotive spares and accessories.	Lavern Jacobs Chris de Kock	Managing director Financial director	Rajen Reddy	Logistics director	Tel 011 634 7600 Email info@partquip.co.za Web www.partquip.co.za	

Business name	Principal activities	Executives			Contact		
Consumer-related products							
Automotive aftermarket							
A-Line Wheels	Distributor of alloy and steel wheels.	Lavern Jacobs Chris de Kock	Managing director Financial director	Malene Rizzo Rajen Reddy	Divisional director Logistics director	Tel 011 634 7600 Email info@alinewheels.co.za Web www.alinewheels.co.za	
Ironman 4X4	Distributor of suspension and accessories to the 4X4 industry.	Jaco du Plessis	Managing director	Chris de Kock	Financial director	Tel 011 058 3026 Email info@ironman4x4.co.za Web www.ironman4x4.co.za	
Batteries and sustainable energy							
Deltec Energy Solutions	Distributor of maintenance-free batteries for automotive, trucking, mining, stand-by, solar utility and electric vehicle applications and a provider of sustainable power and storage products and solutions, including solar inverters, PV panels, residential, commercial and industrial storage and balance of plant equipment.	Jacques Heck	Managing director	Ataliah Matthew	Financial director	Tel 011 864 7930 Email sales@deltec.co.za Web www.deltecenergysolutions.co.za	
Eternity Technologies	Distributor of batteries, high-frequency chargers and related battery equipment to the traction battery market. It also designs, builds and manages battery bays for warehouses and distribution centres.	Wayne Oosthuizen Anton Maree	Managing director Sales Director	Neo Ncube	Financial manager	Tel 011 965 0575 Email info@eternitytechnologies.co.za Web www.eternitytechnologies.co.za	
Specialised Battery Systems	Distributor of stand-by and solar batteries.	Shenton Botes	Managing director	Beatwell Ndhlovu	Financial manager	Tel 011 425 3447 Email info@special-battery.co.za Web www.sbsbattery.co.za	
Gas and outdoor products							
CADAC	Distributor of CADAC cooking, heating and outdoor products.	Trevelyan Hall Izak van Rooijen	Managing director Head of supply chain	Annelie du Toit	Financial director	Tel 011 470 6600 Email info@cadacsa.co.za Web www.cadacsa.co.za	

Business name	Principal activities	Executives			Contact			
Engineering consumables								
Bearings, belting and power transmission								
Bearings International	Distributor of bearings, chains, seals, transmission and allied products. Distributor and repairer of geared and electric motors, industrial bevel helical transmissions and drive solutions.	James Calmeyer Adam Walden Daisy Jagarnath	Managing director Portfolio financial director Financial director	Laura van Rooyen Andrew Mowat Rob Sillas	Logistics director Operations director – Power transmission Sales director	Tel Email Web	011 899 0000 info@bearings.co.za www.bearings.co.za	
Belting Supply Services	Distributor of conveyor belting, industrial hose, fluid sealing and process control products.	Mark Vorster Stephan Boshoff	Managing director Technical director	Strini Reddy	Financial manager	Tel Email Web	011 610 5600 sales@belting.co.za www.belting.co.za	
Brewtech Engineering	Distributor of plastic and stainless steel slat chains and modular belting and conveyor components. Manufacturer of plastic engineering parts for machines used in food, bottling and mining industries.	Mark Vorster	Managing director	Strini Reddy	Financial manager	Tel Email Web	011 708 0408 sales@brewtech.co.za www.brewtecheng.co.za	
Diesel engines and spares								
Deutz Dieselpower	Distributor of DEUTZ diesel engines and spare parts, Rolls-Royce Power Systems diesel engines (Mercedes and Detroit) and spare parts, HJS exhaust gas aftertreatment systems and provider of service support.	Maurice Pringle Menzi Dumisa	Managing director Financial director	Steven Moss Brenton Alexander	Sales director Branch network director	Tel Email Web	011 923 0600 info@deutz.co.za www.deutz.co.za	
Specialised steel								
Ambro Steel	Distributor of engineering steels, solid, round, square, hexagonal and hollow bar steel.	Rolf Lung	Managing director	Elma Lottering	Financial director	Tel Email Web	011 824 4242 info@ambro.co.za www.ambro.co.za	
Sanderson Special Steels	Distributor of special steels and of heat treatment to the tool making and general engineering industries.	Rolf Lung	Managing director	Elma Lottering	Financial director	Tel Email Web	021 951 5311 info@sanderson.co.za www.sanderson.co.za	
Bosworth	Manufacturer of conveyor drive pulleys, forging and rollings.	Leon van der Vyver	Managing director	Susanna van Blerk	Financial manager	Tel Email Web	011 864 1643 pulleys@bosworth.co.za www.bosworth.co.za	
The Dished End Company	Manufacturer of end caps on pressure vessels and single pressed weld caps and the pressing and flanging of small conical sections.	Kerry Liebenberg	General manager	Bathabile Mashigo	Financial director	Tel Email Web	011 822 4550 kerry@tdec.co.za www.tdec.co.za	
Joseph Grieveson	Manufacturer of ferrous and non-ferrous castings.	Darryl Meyer	Managing director	Parnusha Chetty	Financial manager	Tel Email Web	031 507 3640 sales@josgrieveson.co.za www.josgrieveson.co.za	

Business name	Principal activities	Executives			Contact		
Engineering consumables							
Fire detection, containment and suppression							
Brigit Fire	Distributor of fire detection, fire containment protection and fire suppression products and solutions.	Deon van Zyl Renay Sewpersad	Managing director Deputy managing director	Werner de Vries	Financial manager	Tel 011 794 2217 Email info@brigit.co.za Web www.brigit.co.za	
Thermoplastic pipes, fittings and equipment							
Astore Keymak	Distributor of specialised thermoplastic pipes, fittings and Keymak PVC hose.	Shenton Botes Elandrie Zietsman	Managing director Sales and marketing manager	Shinead Royan	Financial manager	Tel 011 892 1714 Email info@astorekeymak.co.za Web www.astorekeymak.co.za	
Plasti-Weld	Distributor of plastic welding equipment and manufacturer of plastic welding rods.	Shenton Botes Malcolm Coetzee	Managing director General manager	Shinead Royan	Financial manager	Tel 011 849 9058 Email sales@plastiweld.co.za Web www.plastiweld.co.za	
Filtration							
Filter and Hose Solutions	Distributor of filtration solutions, customised exhaust systems, kits and accessories.	Reena Magan	Managing director	Bathabile Mashigo	Financial director	Tel 087 150 6000 Email info@fhs.co.za Web www.fhs.co.za	
FloSolve	Distributor of products and services for total fluid management applications.	Tinus Greyling Sel Reddy	Managing director Financial director	Ronnie Govender Danie Kruger	Sales director Technical director	Tel 011 389 5300 Email sales@FloSolve.co.za Web www.flosolve.co.za	
Hydraulics and pneumatics							
Dosco Precision Hydraulics	Distributor of hydraulic pumps and motors to the mining, industrial, mobile, marine and forestry industries.	Tiaan du Preez	Managing director	Zandri Howes	Financial manager	Tel 011 452 5843 Email info@dosco.co.za Web www.dosco.co.za	
Ernest Lowe	Manufacturer of hydraulic and pneumatic equipment.	Shaun Coetzee	Managing director	Hezekiel Tshithukhe	Financial manager	Tel 011 898 6600 Email corporate@elco.co.za Web www.ernestlowe.co.za	
Gear Pump Manufacturing	Manufacturer and assembler of hydraulic gear pumps.	Burtie Roberts Jody Flores	Managing director Financial manager	Randy Pirtle Len Jacobs	General manager – USA Managing director – United Kingdom	Tel 021 531 9330 Email sales@gearpumps.co.za Web www.gearpumps.co.za	
Hydraulic Engineering Repair Services	Manufacturer and repairer of hydraulic cylinders and repairer of drivetrain components.	Erik van der Linde	Managing director	Kgomotso Legwale	Financial manager	Tel 011 825 3690 Email sales@hers.co.za Web www.hers.co.za	

Group directory *continued*

Business name	Principal activities	Executives			Contact		
Engineering consumables							
Electrical power transmission							
Isotec	Manufacturer and distributor of thermal and electrical insulation materials primarily used in the manufacture and repair of transformers and electrical motors.	Tony Schimper Bianca Mori	Managing director Operations director	Melissa Swart	Financial director	Tel 011 908 6929 E-mail jhb@isotec.co.za Web www.isotec.co.za	
Powermite	Distributor of electric cabling, plugs, sockets, electric feeder systems and crane materials.	Jacques van Rooyen Vivek Maharaj	Managing director Financial director	Jakes van Wyk	Sales and marketing director	Tel 011 271 0000 Email info@powermite.co.za Web www.powermite.co.za	
Three-D Agencies	Distributor of electrical cable accessories.	Dirk Holm Vanessa Naidoo	Managing director Financial director	Gabriel Pieterse	Sales director	Tel 011 392 3804 Email sales@three-d.co.za Web www.three-d.co.za	
Varispeed	Distributor of controllers, monitors and regulators of the speed of standard AC motors.	Derek Gilmore Erika van de Velde	Managing director Financial director	Kevin Russell	Sales and marketing director	Tel 011 312 5252 Email drives@varispeed.co.za Web www.varispeed.co.za	

GROUP

Group head office

Hudaco Industries Hudaco Trading	Graham Dunford	Group chief executive	Cassie Lamprecht	Group accountant	Tel 011 657 5000	
	Clifford Amoils	Group financial director	Juan Radley Sonia Liebenberg	Group treasurer Head of risk and internal audit	Email info@hudaco.co.za Web www.hudaco.co.za	
	Ernie Smith	Executive director	Firdaws Ismail	Group QHSE manager		
	Esther Nkosi	Transformation and human resources executive	Kattholo Methula	Group internal audit manager		



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