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About Raubex

Grow the Group at a measured pace through strategic acquisitions. Focus on development of skills and unlocking of synergies within the Group.

GROWTH

Raubex at a glance

Raubex is one of South Africa's leading infrastructure development and construction materials supply groups. Established in 1974, Raubex listed on the JSE in March 2007 and operates throughout southern Africa and Western Australia. As a Level 1 B-BBEE Group, Raubex has over 9 000 employees and is focused on ensuring high levels of integrity, professionalism and quality in all of its work.

Raubex aims to be the African leader in road and civil engineering contracting and the provision of construction materials and mining services, whilst meeting all stakeholder expectations.

Effective 1 March 2025, the Group will consist of five divisions.

The Group consists of four divisions, namely:

Materials Handling and Mining Division

The **Materials Handling and Mining Division** specialises in materials handling and screening services as well as contract mining. The division is also a leading provider of mobile crushing solutions for remote projects and mining sites.

Construction Materials Division

The **Construction Materials Division** specialises in the supply of aggregates from commercial quarries, asphalt, and value-added bituminous products.

Roads and Earthworks Division

The **Roads and Earthworks Division** specialises in road construction and earthworks as well as road surfacing and rehabilitation. This includes the laying of asphalt, chip and spray, surface dressing, enrichments and slurry seals.

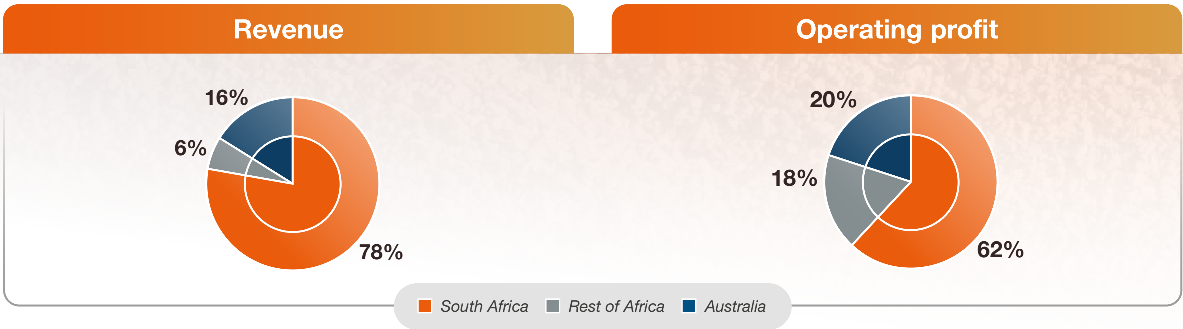
Infrastructure Division

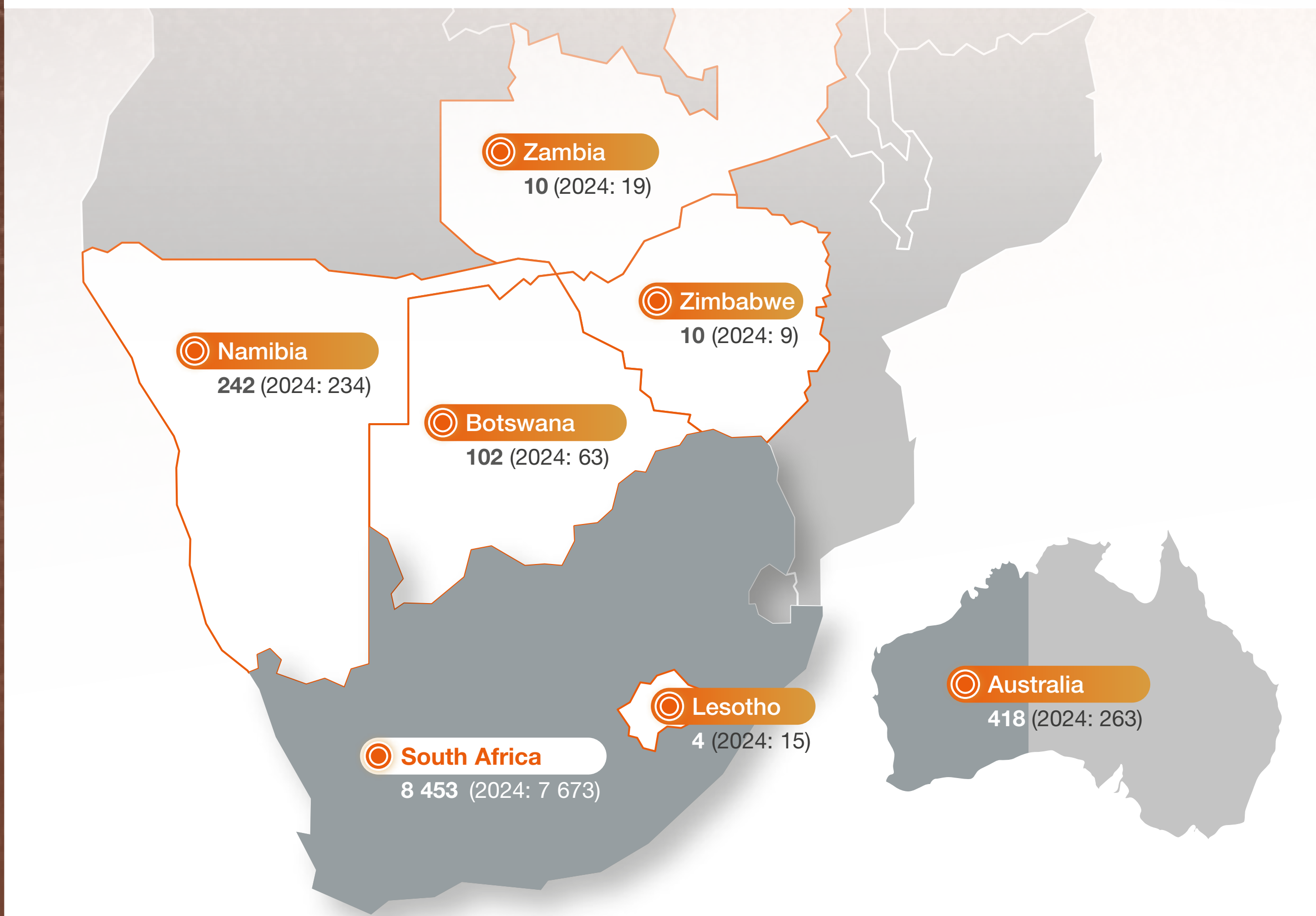
The **Infrastructure Division** specialises in disciplines outside the road construction sector, including energy (with a specific focus on renewable energy), facilities management, telecommunications, housing infrastructure projects and commercial building refurbishment and construction.

For more detail on each of these divisions, refer to pages 49 to 69 of this Integrated Report.

Geographical footprint

Raubex currently has active operations in seven countries, with the operations in Mozambique still suspended due to political unrest. The contributions to revenue and operating profit by the international operations were 22% (2024: 25%) and 38% (2024: 30%), respectively.





Total
9 239
(2024: 8 276)

Raubex had 9 239 employees as at 28 February 2025 of which 92% work in South Africa, 4% in Rest of Africa and 4% in Western Australia.

Raubex business model

Inputs →

Financial capital

- Borrowings: R2.27 billion
- Equity: R7.15 billion
- Gearing: 31.7%

Manufactured capital

- Property, plant and equipment: R5.58 billion
- Investment property: R332.3 million
- ROU assets: R111.2 million
- Capital expenditure: R1.35 billion
- Proceeds on disposal: R54.8 million

Intellectual capital

- Mining rights
- Asphalt and bitumen technology
- Systems, procedures and protocols
- Leading brands and reputation
- Over 50 years' industry experience
- CIDB registration and industry accreditations

Human capital

- Diversified Board of Directors
- Strong management team
- Experienced workforce
- Ongoing training and skills development
- Total employees: 9 239

Social and relationship capital

- Stakeholder engagement
- CSI spend: R30.1 million
- Employee and community development trusts
- Empowered communities through contract participation goals
- Contribution to the VRP (page 59 of the Sustainability Report)
- Level 1 B-BBEE status

Natural capital

- Right to access geological resources
- Rehabilitation provisions
- Electricity and water
- Bitumen
- Diesel

Business activities and processes

Materials Handling and Mining Division

- Mobile crushing and screening
- Contract mining
- Beneficiation plant
- Bulk commodity materials handling

Construction Materials Division

- Commercial crushing
- Asphalt production
- Bitumen

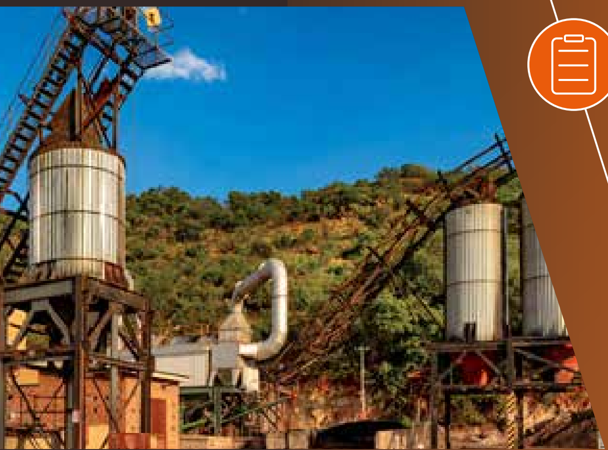
Roads and Earthworks Division

- Earthworks
- Compaction
- Structures
- Milling
- Asphalt paving
- Road marking

Infrastructure Division

- Retail and hospitality
- Building
- Electricity
- Housing
- Facilities management
- Telecoms
- Water

Outputs



Analyse

Tender

Procure

Engineer

Execute

Construction products

- Aggregate
- Asphalt
- Bitumen
- Gypsum
- Finishing plaster
- Chrome

Construction services

- Road construction
- Road surfacing
- Road rehabilitation
- Runways
- Earthworks
- Bridges
- Concrete structures
- Township development
- Residential housing
- Commercial buildings
- Facilities management
- Water infrastructure, dams and pipelines
- Electrical infrastructure
- Renewable energy
- Landfill sites

Mining services

- Materials handling and processing
- Contract mining
- Crushing and screening
- Load and haul
- Plant design and engineering
- Plant hire

UN SDGs applicable to Raubex

Strategic objectives

Raubex has identified the following strategic objectives as key to its future growth and performance:

Objectives	Focus 2025
Profitability Focus on profitability and quality order book.	Focus on the efficient execution of the secured order book.
	➤ Continue to procure high-margin work using selective tendering and implemented procedures to prevent over-trading. ➤ Maintain a diversified order book to limit exposure to any one type of customer. ➤ Increase the private and international customer base. ➤ Increase Toll Concessionaires' contracts.
	➤ Focus on rental and occupancy of Woodwind Estate's complexes, Dulcian Manor and Bassoon Park, to build an investment case for potential sale over the short to medium term. ➤ Continue to monitor the housing market in the area for signs of demand growth which will allow for further roll-out of new complexes in Woodwind Estates.
	Focus on executing the Lufhereng Integrated Urban Development project based on the additional budget allocated by the Government.
	Continue to focus on the remaining 16-year Beitbridge Border Post operation and maintenance contract project.
	Continue to monitor the situation in Mozambique to assess the possible resumption of operations during FY2025.
	➤ Further improve the focus on community engagement, production monitoring and efficiencies at site level. ➤ Promote inter-group synergies.
	Continue to focus on initiatives to expand volumes and reduce costs and overheads in the Construction Materials Division.
	Focus on the efficient execution of the final phase of restructuring of the asphalt business in KZN.
	➤ Finalise the consolidation of quarries in the northern parts of the country. ➤ Evaluate the effect of the cost management tool roll-out on the Group quarries. ➤ Continue to focus on strategic acquisitions in areas where the life of mine of quarries is coming to an end.

Progress during 2025	Focus for 2026
Good results were reported by the Group with revenue increasing 21.0% from R17.43 billion to R21.08 billion and operating profit increasing 1.3% from R1.54 billion to R1.56 billion with an order book of R28.18 billion, up 10.3%.	Continue to focus on the successful execution of the secured order book.
➤ The year was marked by no over-trading and procurement of high-margin work due to a more selective tendering approach. ➤ Tender activity has shown a notable increase across multiple sectors, particularly among Toll Concessionaires and Other Parastatals with work volumes increasing by 7.7% and 7.6% respectively compared to the 2024 financial year.	➤ Continue to procure high-margin work using selective tendering and implemented procedures to prevent over-trading. ➤ Further diversification of the order book to limit exposure to any one type of customer. ➤ Continue to increase the private and international customer base. ➤ Further increase of Toll Concessionaires' contracts.
The investment properties Dulcian Manor (128 residential units) and Bassoon Park (150 residential units) are considered strategic assets within the Group's portfolio. Both properties are advancing towards maturity as stable, yield-generating investments and are expected to hold strong appeal for prospective purchasers.	➤ Continue to build an investment case for the potential sale over the short to medium term of the investment property. ➤ Continue to monitor the housing market in the area for signs of demand growth which will allow for further roll-out of new complexes in Woodwind Estates.
Multiple contractors are currently on site undertaking the installation of essential infrastructure to support the internal service requirements of various housing typologies. These include Breaking New Ground (BNG) units, Finance-Linked Individual Subsidy Programme (FLISP/FHF) units, social housing units managed by JOSHCO, and bonded housing units.	Focus on executing the Lufhereng Integrated Urban Development project based on the additional budget allocated by the Government.
The maintenance contract project at the Beitbridge Border Post is ongoing and continues to provide a stable revenue stream.	Continue to focus on the remaining 15-year Beitbridge Border Post operation and maintenance contract project.
Operations remained suspended for the year with an optimistic view of resuming operations in FY2026.	Resumption of crushing operations in Mozambique during FY2026.
➤ Dedicated expert personnel are assigned to each project to ensure the achievement of community participation targets for all clients. ➤ Continued engagement with communities and stakeholders on inefficiencies caused by community unrest and disturbances. ➤ The R2.4 billion African Clean Energy Development (ACED) wind farm project in the Northern Cape has leveraged intercompany synergies across five Group subsidiaries – Raubex Infra, Empa Structures, Raubex Construction, B&E International, and SPH. This collaborative approach has enhanced operational efficiency and resource optimisation.	➤ Continuously improve the focus on community engagement, production monitoring and efficiencies at site level. ➤ Build on the inter-group initiatives to make optimum use of the synergies in the Group.
The operating profit margin of the Construction Materials Division increased to a satisfactory 10.6% (2024: 4.8%).	Focus on initiatives to reduce costs and overheads in the Materials Handling and Mining Division.
The recently restructured asphalt business is exceeding performance expectations, operating with improved efficiency and profitability on a reduced cost base.	➤ Continue to supply high-quality asphalt along the N2 and N3 corridors in KZN to support ongoing infrastructure projects and maintenance requirements. ➤ Focus on implementing advanced asphalt technology.
➤ The consolidation of the quarries in the northern parts of the country was completed during the year. ➤ The cost management tool was successfully implemented and adopted across the Group's quarries during the year, tailored to address the specific operational requirements of quarry activities. ➤ During the year, a strategic quarry acquisition was undertaken to facilitate entry into a new market segment. The transaction is currently in its final stages, pending approval from the Competition Commission.	➤ Capitalise on sales opportunities presented by the newly commissioned Rossway sand crushing and washing plant. ➤ Continue to focus on strategic acquisitions in areas where the life of mine of quarries is ending.

Strategic objectives (continued)

Objectives	Focus 2025
Growth Grow the Group at a measured pace through strategic acquisitions. Focus on development of skills and unlocking of synergies within the Group.	➤ Continue to focus on the efficient execution of the Namdeb and Senqu River Bridge JV projects. ➤ Continue to successfully execute the current order book and maintain a cautious approach to tendering in Africa.
	➤ Continue to focus on the profitable execution of the mining opportunities on key investments made in Bauba and Attaclay. ➤ Achieving steady state production at Kookfontein and Moeijelijk mines.
	➤ Focus on the successful completion of the Unilim and Power Park units.
	Continue exploring opportunities to participate in the South African ERRP.
	Continue to focus on the commercial building sector with potential opportunities in the retail and hospitality sector.
	➤ Further investigate opportunities in the pit dewatering space at the mines in the Pilbara. ➤ Promote and establish Roadmac as a seal contractor in Western Australia.
	Focus on: ➤ the preservation of the Balance Sheet; ➤ converting profits into cash; and ➤ strategic capex spend.
	Continue to build on the optimisation and realisation of synergies between the different business units.
Preferred supplier To become the leading supplier in the Infrastructure Development and Mining sectors.	Maintain relationships with the client base in the affordable housing and commercial building sector and deliver a quality product.
	Further expansion in the Western Cape as a construction partner.
	Continue to partner with strategic private developers.
	Focus on the successful completion of the Tailings Facility project at Kookfontein and continue to explore mining infrastructure opportunities.
	Focus on the successful completion of the Aggeneys project and continue to target strategic private housing developers, with focus on infrastructure and electrical work.
	Maintain Level 1 B-BBEE rating on the Construction Sector Codes.
	Maintain the required black ownership level of the quarrying entities regulated by the Mining Charter III.

Progress during 2025	Focus for 2026
➤ The Senqu River Bridge project in Lesotho is progressing well and has reached approximately 60% completion to date. ➤ The flagship Namdeb Project in Namibia for the provision of mining services to Southern Coastal Mines has been consistent in its performance.	➤ Focus on the efficient execution and successful close out of the Senqu River Bridge JV project. ➤ Continue to focus on the efficient execution of the Namdeb project. ➤ Continue to investigate opportunities in new geographies in line with diversification and growth strategy.
➤ The Bauba business faced numerous operational challenges, especially at the Moeijelijk mine, where the current third-party mine operator, appointed on 1 March 2024, was unable to meet the production capacity targets. ➤ It was a year of two halves for Bauba with the 2H2025 being weaker than 1H2025, mainly due to the deterioration of the chrome price. ➤ Attaclay, a bentonite mine located in Steelpoort, continued to perform well.	➤ Prioritise the commissioning of the PGM Plant at Kookfontein mine.
The Unilim Project was completed during the year, with only minor electrical work and final commissioning remaining. The initial phase of the Power Park Student Housing Project was completed.	Continue with the roll-out of the next phases of the Power Park units.
No significant projects were tendered for the year under review.	Continue exploring opportunities to participate in the South African ERRP initiative.
Raubex Building has recently been awarded a R2.3 billion tender to repair and upgrade the Parliament building in Cape Town, following the devastating fire in 2022.	➤ Focus on the efficient execution of the Parliament building project. ➤ Continue to focus on the commercial building sector with potential opportunities in the retail and hospitality sector.
➤ The operations in Western Australia continued to perform well, with the Group gaining market share in this region. Revenue increased 3.4% from R3.32 billion to R3.43 billion and operating profit increased 9.1% from R278.6 million to R303.9 million, with a secured order book of R1.74 billion. ➤ No significant tendering activity occurred for pit dewatering projects at Pilbara mines during the year under review. ➤ Roadmac, the surface dressing company, has been successfully resourced and is building a strong order book.	➤ Further investigate opportunities in the pit dewatering space at the mines in the Pilbara. ➤ Continue to investigate further expansion to our service offering in the mining environment, water and telecommunication infrastructure. ➤ Continue to focus on the brand establishment of Roadmac as a seal contractor in Western Australia.
➤ The Group's net asset value increased to R7.15 billion from R6.61 billion in the financial year. ➤ Increased bank facilities (including guarantees and asset-based finance) on the back of the strong Balance Sheet.	Focus on: ➤ the preservation of the Balance Sheet; ➤ converting profits into cash; and ➤ strategic capex spend.
➤ Regular meetings between the CEO, COO, and divisional MDs to ensure synergies were maximised and realised. ➤ All divisional MDs attend each other's divisional meetings every second month.	Continue to build on the optimisation and realisation of synergies between the different business units.
The affordable housing projects continue to develop well as the property market is being stimulated by interest rate cuts.	Maintain relationships with the client base in the affordable housing and commercial building sector and deliver a quality product.
Raubex Building is currently serving as the development partner on the Newinbosch project valued at R203.8 million. Two additional contracts related to the project, with a combined value of R248.9 million, have been secured and are scheduled to commence on 1 May 2025.	Further expansion in the Western Cape as a construction partner.
The Orlando Towers and Power Park Student Housing projects were completed during the year. Raubex Building was also awarded the second phase of the Power Park Student Housing project, comprising 1 548 beds, with a contract value of R272.0 million.	Continue to partner with strategic private developers.
Raubex Construction completed the Tailings Facility contract for the Kookfontein opencast chrome mine during the year.	Continue to explore and promote Raubex Construction as a key player in mining infrastructure opportunities.
The Aggeneys project was placed on hold during the year due to various circumstances. The current intention remains to resume and complete the project once conditions allow work to recommence.	Focus on the successful completion of the Aggeneys project and continue to target strategic private housing developers, with focus on infrastructure and electrical work.
Maintained Level 1 B-BBEE rating on the Construction Sector Codes.	Maintain Level 1 B-BBEE rating on the Construction Sector Codes.
Maintained the required black ownership level of the quarrying entities regulated by the Mining Charter III.	Maintain the required black ownership level of the quarrying entities regulated by the Mining Charter III.

Strategic objectives (continued)

Objectives	Focus 2025
Renewables sector Grow market share in the renewables sector (public and private) both locally and internationally.	Continue focusing on negotiations with preferred bidders in the Eskom REIPPPP to secure future work.
	➤ Focus on the efficient execution of the ACED contracts. ➤ Finalise and reach financial close on the third ACED legal contract to the value of R800 million. ➤ Continue pursuing private renewable opportunities in the wind generation space. ➤ Focus on the private Photo Voltaic sector.
	Continue to increase market share in the renewables sector.
Technology Be at the forefront of new technologies and products.	Continue to be at the forefront of new technologies and products and remain the leader/preferred supplier in the bitumen and asphalt industry.
	Continue with the SANAS accreditation and Manual 35 product development.
Public Private Partnerships (“PPP”) Target PPP project opportunities.	➤ Continue to explore opportunities to selectively participate in PPP projects that meet the Group’s required risk and reward profile. ➤ The South African Border Post PPP tender is scheduled to close in September 2024. ➤ Focus on other cross border opportunities in the optimisation of border posts in Africa.
Our people Develop, retain, and ensure the wellness and safety of our people.	➤ Implementing a talent management programme incorporating succession and retention planning. ➤ Implementing performance review processes to determine the development needs of lower to middle management employees. ➤ Expand Training Centre services. ➤ Monitor the “I am a Safety Leader Campaign” roll-out and implementation.
	Continued implementation of the retention strategy to retain critical skills.
	Further consultation will take place and depending on the final regulations which will result in a process whereby employment equity plans will be re-drafted.
	Once the new targets are promulgated, new plans will be drafted to align with the new sector targets.
ESG Develop and implement a comprehensive Group ESG strategy.	Set a baseline for ESG targets and strategic KPIs.
	Report in accordance with IFRS S1 and S2.
	Continue to monitor any changes in legislation relating to the B-BBEE scorecard and ensure compliance.
	Continue to monitor the progress and report on compliance in terms of the VRP agreement with Government.
	The Group remains committed to the R15 million annual payment arrangement.

Progress during 2025	Focus for 2026
Raubex Infra strategically shifted its focus toward the private renewables sector. This was supported by an increase in tender activity within the private sector during the year.	Continue focusing on the private renewables sector as well as negotiations with preferred bidders in the Eskom REIPPPP to secure future work by tendering on the following bid windows.
➤ The Northern cluster wind energy project for ACED valued at R2.4 billion is progressing well. ➤ Progress across the various Solar PV projects in the Northern Cape has been positive, with all projects advancing according to plan.	➤ Focus on the efficient execution of the ACED contracts. ➤ Continue pursuing private renewable opportunities in the wind generation space. ➤ Focus on the private Photo Voltaic sector.
Westforce Construction successfully secured its fourth and fifth wind farm contracts during the year further strengthening its position in the renewable energy sector.	Continue to increase market share in the renewables sector.
➤ Tosas remained the preferred supplier of bitumen in the industry. ➤ National Asphalt has implemented automated workshop maintenance schedules across all plants to ensure regular preventative maintenance and enhance operational efficiency. ➤ National Asphalt implemented the Lastrada laboratory software for asphalt testing, becoming the first company in South Africa to adopt this advanced system. ➤ A new, modern ERP system, Acumatica, was successfully implemented at Tosas, Raumix Aggregates, and OMV.	Continue to be at the forefront of new technologies and products and remain the leader/preferred supplier in the bitumen and asphalt industry.
All laboratories at National Asphalt have been upgraded to facilitate Manual 35 testing and design requirements.	Continue with the SANAS accreditation and Manual 35 product development.
➤ No new contracts were secured due to delays in the bidding process. ➤ The South African Border Post PPP tender was submitted and has completed the evaluation phase. The bid validity period has been extended by six months, and the process is currently under review by the National Treasury.	➤ Continue to explore opportunities to selectively participate in PPP projects that meet the Group's required risk and reward profile. ➤ Awaiting the award of preferred bidder status on the Border Post PPP. ➤ Focus on other cross border opportunities in the optimisation of border posts in Africa.
➤ A talent management programme, SAP SuccessFactors, has been implemented and is scheduled to go live in September 2025. The system is designed to support talent retention by enhancing employee engagement, career development, and performance management. ➤ The Training Centre completed its training warehouse and was awarded QCTO accreditation, enabling it to facilitate the training of Diesel Mechanics for the Group. ➤ E-learning opportunities were made available to employees through the LinkedIn Learning platform, supporting continuous professional development. ➤ The "I Am a Safety Leader" campaign was successfully rolled out during the year, reinforcing the Group's commitment to a proactive safety culture.	➤ Roll out the implementation of the talent management programme incorporating succession and retention planning. ➤ Enhance performance review processes to determine the development needs of lower to middle management employees. ➤ Expand Training Centre services. ➤ Monitor the "I am a Safety Leader Campaign" implementation.
The retention scheme was renewed and expanded to additional participants for the three years starting 1 March 2024.	Continued implementation of the retention strategy to retain critical skills.
The Draft Regulations on Proposed Sectorial Targets was published in the Government gazette on 1 February 2024 for public input. The window for public input closed on 2 May 2024. In December 2024 the new Amendment Act was published and the new Regulations on Proposed Sectorial Targets were published in April 2025.	Further consultation will take place and depending on the final regulations will result in a process whereby employment equity plans will be re-drafted.
The current workforce is being analysed and results will be compared to the new targets in the Regulations. The new Employment Equity Plan will be drafted as well as submitted and will come into effect 1 September 2025.	Once the new targets are promulgated, new plans will be drafted to align with the new sector targets.
The establishment of baseline metrics for ESG targets and strategic KPIs is in progress. The Group's diverse operations add complexity to defining these baseline metrics.	Monitor ESG targets and strategic KPIs.
The current sustainability report is compiled in accordance with IFRS S1. In alignment with IFRS S2, Scope 1 and Scope 2 emissions have been disclosed; however, Scope 3 disclosure remains pending.	➤ Complete Scope 3 disclosures under IFRS S2 to fully comply with IFRS S2 requirements. ➤ Improve the Standard & Poor's Corporate Sustainability Assessment.
There were no significant changes in legislation during the year relating to B-BBEE.	Continue to monitor any changes in legislation relating to the B-BBEE scorecard and ensure compliance.
Progress towards the targets set out in the VRP agreement continues to be monitored and compliance with the VRP agreement was maintained with selected VRP contractors to ensure their revenue growth is in line with VRP agreement targets.	We have executed our commitment to the VRP alliance and fully complied with the requirements and necessary reports submitted to the relevant stakeholders.
Strive to meet the targets set out in the VRP agreement with the Government. Three years remain on the VRP agreement.	The Group remains committed to the R15.0 million annual payment arrangement and has achieved the VRP targets as defined in the settlement agreement.

Board of Directors

Non-Executive Director

Rudolf Johannes Fourie (59) | **Non-Executive Chairman**

NDip Marketing Management

Rudolf holds a National Diploma in Marketing Management and was employed as Regional Manager of the Colas Group after completing his studies in 1989. Rudolf joined Raubex in 1997 as Managing Director of the then newly formed Roadmac Surfacing, which under his management grew into the leading road surfacing company in South Africa. Rudolf has more than 20 years' experience in road surfacing and the bitumen industry. He was appointed as CEO of the Group effective 1 March 2010. Effective 31 July 2022, Rudolf retired as CEO and assumed the position as Non-Executive Deputy Chairman from 1 August 2022 with a focus on business strategy and M&A. With the resignation of Freddie Kenney, Les Maxwell was appointed as Acting Chairman with Rudolf being appointed permanent Chairman effective 6 December 2022.

Independent Non-Executive Directors

Setshego Rebecca Bogatsu (62) | **Lead Independent Non-Executive Director**

BCom, MBA

Setshego joined Raubex as an Independent Non-Executive Director effective 1 June 2017. She has over 30 years' professional experience in financial management, procurement and strategic planning. Most recently, she served in senior financial management and procurement positions at Fluor South Africa (Pty) Ltd for 10 years, prior to which she was the CFO at the National Nuclear Regulator. She also held financial management roles at BMW South Africa and Sasol Ltd. Setshego also served as a Non-Executive Director on the board of Pikitup Johannesburg (SOC) Ltd and as member of the Group Remuneration Panel of the City of Johannesburg. She currently serves as Non-Executive Director of TRS Staffing Solutions, a global engineering recruitment agency. As a result of Rudolf Fourie being CEO of Raubex prior to his appointment as Chairman of the Board, Setshego was appointed Lead Independent Non-Executive Director effective 6 December 2022.

Bryan Hugh Kent (80) | **Independent Non-Executive Director**

BCom, FCMA, CA(SA), HDip (Tax), HDip (Company Law)

Bryan joined Raubex as an Independent Non-Executive Director in February 2011. He is an independent financial consultant and has served on the boards of numerous listed and unlisted companies. Bryan was also a partner at PwC for 13 years where he managed the national tax practice and gained considerable experience in the areas of property matters, financial structuring, leveraged buyouts, international taxation and listings.

Nosisa Fubu (46) | **Independent Non-Executive Director**

BCom, CA(SA)

Nosisa has been an Executive Partner: Clients and Markets, Board member and Head of Forensic at KPMG SA. Nosisa successfully led various high-profile investigations in both private and public sectors, resulting in multi-million Rand recoveries. She has deep skills across governance, risk management, ethics, sales and brand reputation management. Nosisa is a nation builder known for cultural intelligence and providing exemplary back-boned ethical and trusted leadership. Nosisa is a qualified Chartered Accountant (SA) and an experienced executive and business leader. She holds 17 years' experience as a partner and nine years as a board member at KPMG and has also completed Graduate of Leadership Programmes at the London and Stellenbosch Business Schools. She also serves on the board of the African Renaissance Capital, a fund established to fund the Thabo Mbeki Foundation, an institution dedicated to the economic, political and cultural development of Africa. Most recently, Nosisa was appointed as an Independent Non-Executive Director on the board of MTN Ghana. Nosisa was appointed Non-Executive Director at Raubex effective 6 December 2022.

Anna (Modi) Hlobo (50) | **Independent Non-Executive Director**

BCom, BCompt (Hons), CTA, Masters in Financial Management, PhD (Accounting), CA(SA)

Modi joined Raubex as an Independent Non-Executive Director on 29 May 2023. She is currently a Senior Lecturer in Accounting at the University of Johannesburg's School of Accounting. Modi commenced her career at ABSA Group Ltd, where she completed her articles and later worked as an Internal Auditor within the Commercial Banking division. She then moved to the National Empowerment Fund and later to the Development Bank of South Africa where she worked in the private equity and investment banking division as a senior investment and portfolio officer. Modi has held a number of Non-Executive Directorship positions at various public and private organisations, including listed companies such as Acsion Ltd and PSG Group Ltd. She has also served on a number of Audit Committees as Chairperson. She was also recently appointed as Vice-Chairperson of the University of Johannesburg's Pension and Provident Fund.

Moses Zolinjani (Zweli) Ndese (56) | **Independent Non-Executive Director**

National Higher Diploma in Metalliferous Mining, Mine Manager's Certificate of Competency, Master of Business Administration (MBA)

Zweli joined Raubex as an Independent Non-Executive Director on 24 January 2025. Zweli is an experienced executive with a career spanning over 25 years in the mining industry. He brings a wealth of experience in strategic planning to develop and implement robust medium and long-term business plans that drive sustainable growth, operational excellence to ensure the achievement of business plans across key areas including production, costs, quality, health and safety, people development and succession planning. He is also well versed in business improvement to initiate and execute projects that drive growth. His experience also includes project execution and stakeholder management.

After completing the Management Trainee Program at AngloGold Ashanti, Zweli went on to hold senior mine operations roles at various reputable mining companies including Goldfields, Anglo American Platinum and Sibanye-Stillwater, with his most recent executive position being Regional General Manager: Operations at Harmony Gold Mining Company Limited until his early retirement in May 2024. Much earlier in his career he also gathered experience in the Department of Mineral Resources as a Mining Inspector in the Directorate of Mine Health and Safety.

Executive Directors

Ntombi (Felicia) Msiza (50) | **Chief Executive Officer**

BCom, HDip (Tax), MBA, Chartered Director (SA)

Felicia joined Raubex as an Independent Non-Executive Director in February 2011. She has extensive knowledge and experience in the field of governance, including internal audit, external audit and risk management. Felicia was appointed as Executive Director responsible for Governance, Risk and Compliance for the Group effective 1 March 2017. She previously served as Group Chief Audit Executive at Denel SOC Ltd, Director of Risk and Assurance at City Power Johannesburg SOC Ltd, Head of Internal Audit at the Independent Development Trust (IDT) and as a partner and director at SizweNtsalubaGobodo VSP. Felicia also held a directorship position within the Institute of Internal Auditors of South Africa (IIASA) where she served on the Audit Committee and Public Sector Committee, in addition to various roles in both the public and private sector. Felicia served on the Board of the Institute of Directors South Africa from 2018 to 2021. Felicia was the Group's Executive Director responsible for Governance, Risk and Compliance until her appointment as CEO effective 1 August 2022.

Samuel (Sam) Jacobus Odendaal (49) | **Financial Director**

BCom, CA(SA)

Sam joined Raubex in July 2007 as the Financial Manager of Raubex Construction (Pty) Ltd and has grown through the financial ranks of the Group, where he was appointed as the Financial Manager of the Roads and Earthworks Division in May 2015, before being appointed as the Group Financial Manager in March 2020. Sam is an experienced Chartered Accountant and holds an Honours Bachelor of Commerce Degree from the University of the Free State. Sam completed his articles with Havenga Rossouw Viljoen in Bloemfontein in 2004, following which he was appointed as a partner at GJ Maasz & Kie before joining Raubex. Sam was appointed Financial Director of Raubex effective 1 June 2021.

Dirk Cornelius Lourens (52) | **Chief Operating Officer**

SACPCMP – Pr.CM

Dirk joined Raubex in July 2012, where he was instrumental in the establishment of Raubex Infra (Pty) Ltd. Dirk was appointed as Divisional Head of the Infrastructure Division and has served on Exco from May 2017. Prior to this, Dirk was co-founder of Meyker Construction in 1995, which was later acquired by Sanyati Construction. Dirk is a professional construction manager registered with SACPCMP with over 20 years' experience in the construction industry, the majority of which was gained in supervisory, managerial and executive positions. Dirk was appointed as COO effective 1 August 2022.

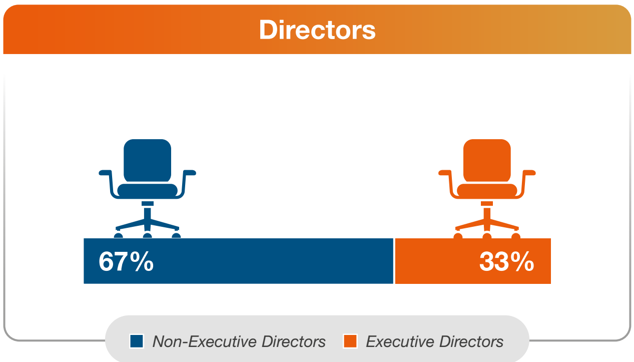
Company Secretary and Legal Advisor

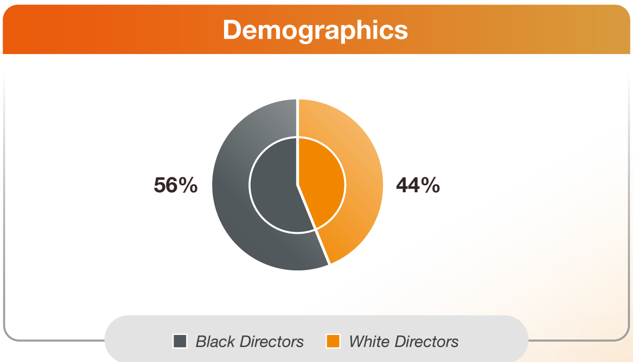
Grace Miriam Chemaly (52) | **Company Secretary and Legal Advisor**

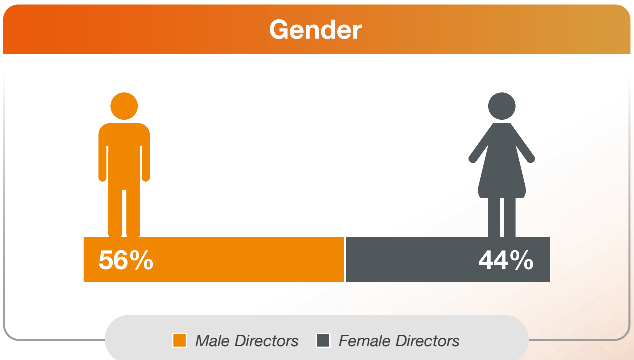
B.Iuris, LLB, admitted attorney, notary & conveyancer

Grace joined Raubex as Group Company Secretary and Legal Advisor effective 16 October 2017. Grace was admitted as an attorney in 1998 and as a notary and conveyancer in 2000 and has more than 15 years' experience as a Company Secretary and Legal Advisor in the JSE listed environment.

Board of Directors (continued)







N1 Touws River

Five-year review

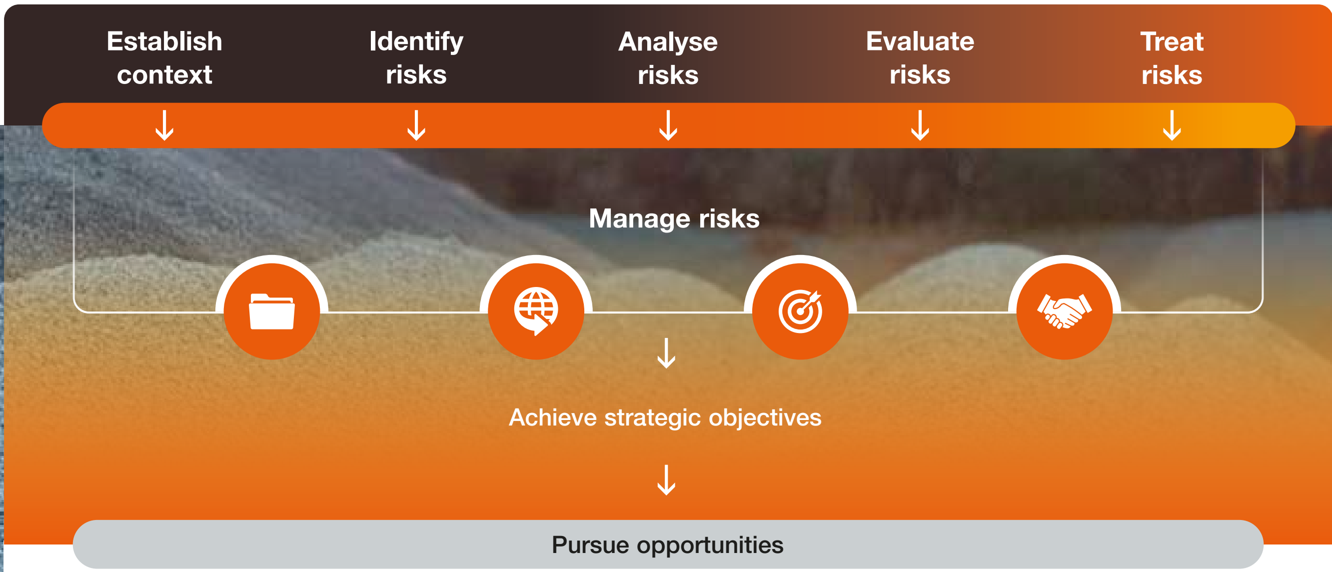
Year ended February		2025	2024	2023	2022	2021
Profit performance						
Revenue	R'm	**21 077**	17 425	15 307	11 578	8 846
Operating profit	R'm	**1 556**	1 537	1 276	945	364
Depreciation on property, plant and equipment	R'm	**703**	670	578	375	404
Depreciation on ROU assets	R'm	**56**	64	53	44	47
Profit before income tax	R'm	**1 522**	1 473	1 221	915	342
Profit after income tax	R'm	**1 069**	1 074	859	625	203
Profit attributable to owners of the parent	R'm	**1 082**	848	705	552	158
(Loss)/profit attributable to non-controlling interest	R'm	**(13)**	226	154	73	45
Financial position						
Total assets	R'm	**14 907**	13 195	11 343	10 000	8 487
Total equity	R'm	**7 149**	6 607	5 803	5 218	4 674
Total liabilities	R'm	**7 758**	6 588	5 540	4 782	3 813
Total property, plant and equipment	R'm	**5 582**	4 686	3 668	3 043	2 384
Total ROU assets	R'm	**111**	290	335	377	295
Cash flow information						
Cash from operating activities	R'm	**2 507**	1 902	1 959	800	1 329
Capital expenditure	R'm	**1 382**	1 701	1 153	696	417
Free cash flow	R'm	**646**	(62)	552	58	1 004
Cash and cash equivalent	R'm	**2 117**	1 662	1 697	1 505	1 884
Ratio and statistics						
Operating profit margin	%	**7.4**	8.8	8.3	8.2	4.1
EPS	cents	**601.7**	472.1	391.1	305.9	87.4
Diluted EPS	cents	**593.3**	467.5	388.9	303.7	86.9
HEPS	cents	**599.8**	476.3	392.8	297.4	81.9
Total dividend per share	cents	**198.0**	155.0	129.0	101.0	53.0
Net asset value per share	cents	**3 668.8**	3 289.5	3 222.0	2 658.3	2 422.8
ROCE	%	**15.4**	16.5	16.2	13.5	5.8
ROE	%	**15.0**	16.3	14.8	12.0	4.3
Current ratio	times	**1.3**	1.4	1.4	1.5	1.7
Gearing (debt:equity)	%	**31.7**	26.0	20.9	18.4	17.0
Head count	number	**9 239**	8 276	7 660	7 473	7 161
JSE statistics						
Market value per share						
– At year-end	cents	**4 199**	2 800	2 847	4 008	2 291
– Highest (year to 28 February)	cents	**5 949**	3 000	4 286	4 240	3 000
– Lowest (year to 28 February)	cents	**2 702**	2 140	2 387	2 276	1 215
Closing PE ratio	times	**7.0**	5.9	8.9	13.1	30.0
Market capitalisation – close	R'm	**7 942**	5 089	5 174	7 285	4 163
Volume traded (year to 28 February)	'000	**106 561**	52 100	64 811	69 624	49 595
Weighted number of shares	'000	**179 851**	179 532	180 104	180 422	180 844
Issued shares at 28 February	'000	**181 750**	181 750	181 750	181 750	181 750

Material risks and opportunities

Our risk management systems are underpinned by our values and strategic objectives. We proactively manage risks to enable the achievement of strategic goals and deliver value to our stakeholders. Risk management is part of our strategy and remains a critical component of good corporate governance. While it is important to deal with uncertainty, our risk management processes also enable us to take advantage of opportunities.

Risk management approach

Risk management is an ongoing process and the Raubex management team has assessed all the material issues and potential risks which could influence or impact key drivers in managing the Group:



Risk governance

The Board's approach to risk governance supports the Group's strategic objectives. The Risk Committee oversees risk management on behalf of the Board, through regular reporting by Exco and divisional management on strategic risks and related mitigating controls. The Risk Committee continually assesses the risk management structure to ensure clear roles of identifying, analysing, evaluating, treating, managing and reporting of risks are defined. The Risk Committee's responsibilities are set out in the Governance Report on page 83 of this Integrated Report.

Group risks

Board

The Board sets the approach to risk governance for the Group, including identifying opportunities and risks when approving the strategy. The Board has delegated the monitoring of risk governance to the Risk Committee, which is a committee of the Board.

Risk Committee

The Risk Committee oversees risk management including the assessment of risk and opportunities in relation to the triple context. The committee receives periodic and independent assurance on the effectiveness of risk management, to ensure compliance with governance requirements and standards.

Exco

Exco is responsible for executive oversight of the Group's top risks. Exco is responsible and accountable for the management of risks. Risk management is a standing agenda item for all Exco meetings. Divisional MDs discuss the top risks and mitigation strategies in their respective divisions.

Divisional top risks

Divisional management

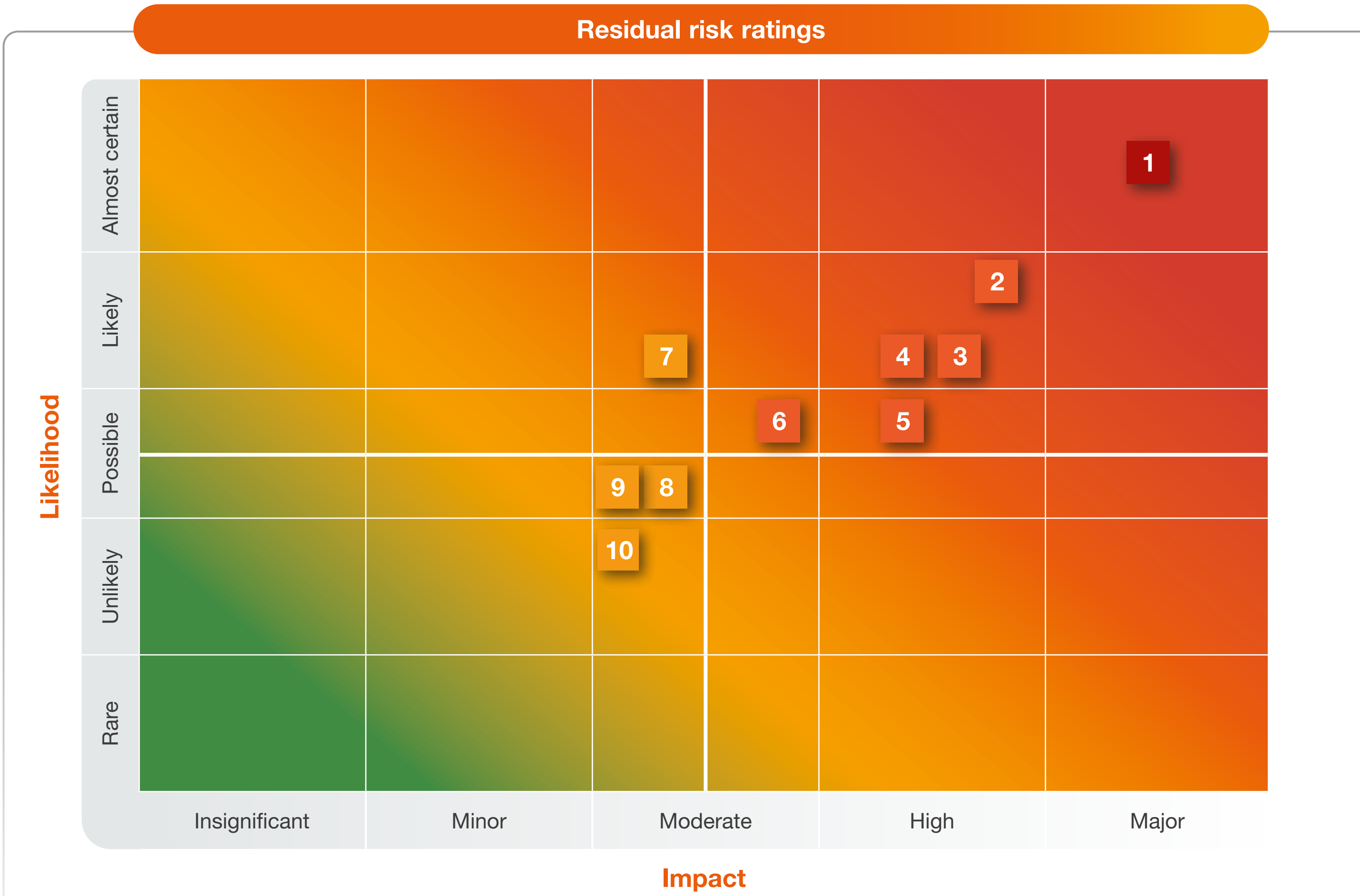
Oversight of risk governance at divisional level is executed through Divisional Exco and cost management meetings. Risks identified at each subsidiary company are discussed during cost management meetings and consolidated into top risks and discussed at relevant Divisional Exco meetings.

Top Group risks

The Group's top risks are identified by Exco together with the required strategies to mitigate chances of occurrence and to reduce the impact should they occur.

The Group's top 10 risks include:

1. Local community unrest/business forums causing work stoppages
2. Loss of critical skills
3. Tender award corruption/delay in tender awards
4. Impact of unscheduled power outages and loadshedding on operations
5. Volatility in commodity prices
6. Inflationary pressure on input costs
7. Competitive conditions leading to low margins
8. Quality of imported bitumen and availability of local supply
9. Credit risk
10. Risk of overtrading



The diagram above is the heat map depicting the top residual risks at Group level. Certain risks affect multiple divisions of the Group. The residual risk rating has been assessed after considering the key controls mitigating the risk. Some of the current risks are attributed to external dynamics which are beyond management's control.

Some of the risks were reassessed for the year, however, the overall risk profile of the Group did not change significantly during the 2025 financial year. The movement and reprioritisation of risks are highlighted in the "Risk movement" column on pages 28 to 31. We continue to leverage the Group's risk position to support strategic decision-making. Our risk management systems enable the Group to identify and consider opportunities as they arise, with the approach under continuous review by subsidiary companies, Exco, the Risk Committee, and the Board.

Material risks and opportunities (continued)

The following is a detailed outline of the Group's current key risks as identified and assessed together with the mitigating controls. This process enhances the Group's ability to manage uncertainty and to consider how much risk to accept as it strives to increase stakeholder value.

Detailed risk register

→ Unchanged | ↑ Risk increase | ↓ Risk reduction

Emerging | Low | Moderate | High | Major

Risk description	Previous risk rating	Mitigation of risk	Risk movement	Current risk rating
1 Local community unrest/business forums causing work stoppages				
Raubex operates in locations throughout South Africa where projects are subject to the risk of social unrest, which leads to unsafe working conditions for employees, project delays, lower production and damage to equipment. The risk is associated with criminal elements, illegal occupation of construction sites and soliciting protection money from businesses. There are ongoing instances of work stoppages and standing time as a result of disruptions caused by criminal elements within communities illegally occupying construction sites in a bid to solicit protection money from businesses.		➤ A Group policy on responding to labour and community unrest was developed. ➤ The Group continually engages with local labour and communities through project consultants and community liaison officers. ➤ Communities are engaged before site establishment to manage expectations relating to the work and contract participation goals. ➤ Ongoing engagement with professional bodies, Government and SAPS in addressing the unrest. ➤ Police Task Team headed by the SAPS has been established by the Government. ➤ Risk assessments are performed before the start of contracts to ascertain the safety of our personnel. ➤ The Group is committed to the highest standards of ethical behaviour in its business conduct and has adopted an Anti-Fraud and Corruption Policy.	→	
2 Loss of critical skills				
Loss of critically skilled personnel to competitors in the industry as their order books increase, as well as the emigration of experienced and skilled personnel.		➤ Continuous engagement with key personnel and the implementation of retention policies to retain critical skills. ➤ Long-term retention scheme implemented for personnel with critical skills. ➤ Talent management processes implemented for recruiting, training and retention of skilled individuals.	→	

Risk description	Previous risk rating	Mitigation of risk	Risk movement	Current risk rating
3 Tender award corruption/delay in tender awards				
Lack of transparency in the award of provincial and municipal tenders effectively excludes the Group from sources of revenue it would otherwise participate in.		➤ The Group is committed to the highest standards of ethical behaviour in its business conduct and has adopted an Anti-Fraud and Corruption Policy. ➤ Key controls over the Group's tendering processes are in place, including approved levels of authority. ➤ It is the Group's policy to take a firm stance against tender award irregularities and to challenge the award of tenders through formal legal processes where awards are not consistent with pricing, technical ability and other scorecard criteria.	→	
Slow roll-out of Government infrastructure investment programmes has created a delay in adjudication and awarding of tenders.		➤ The Group endeavours to achieve greater portfolio diversification, thereby mitigating concentration risk associated with any one customer.		
4 Impact of unscheduled power outages and loadshedding on operations				
Unscheduled power outages/ loadshedding has a serious impact on the Group's business operations that rely on continuous electricity supply. The use of back-up electricity systems has resulted in a significant increase in the running cost of operations due to the increase in fuel/diesel usage.		➤ Contingency plans are in place to make up for lost production or lost activity. ➤ Back-up systems are in place to secure business information and business continuity. ➤ Backup electricity supply such as generators, solar power, UPS systems etc. are in place.	→	
5 Volatility in commodity prices				
The volatility in commodity prices has an impact on production volumes of mines. The Group's Materials Handling and Mining operations are particularly exposed to the commodity cycles of copper, coal, gold, PGMs, chrome, zinc, manganese, vanadium, lithium, tantalite and iron ore commodities.		➤ The Group follows due diligence procedures before contracts are entered into and evaluates both price risk and client risk relating to the commodity before committing resources to contracts. ➤ Capital employed is spread across various commodities to mitigate risks related to specific commodities.	↑	

Material risks and opportunities (continued)

	Risk description	Previous risk rating	Mitigation of risk	Risk movement	Current risk rating
6	**Inflationary pressure on input costs**				
	While the inflation rate has moderated over the year, the Group still faces challenges of increases in certain construction material prices, which could lead to an under-recovery of input costs depending on the nature and timing of contracts as well as the escalation clauses and formulas applicable to them.		➤ Selective tendering based on a contract's exposure to input costs susceptible to high levels of inflation, that are not covered in escalation clauses. ➤ Qualification of tenders based on the rise and fall of the price and the contract price adjustment of key material inputs.	↓	
7	**Competitive conditions leading to low margins**				
	Excess capacity in the industry and slow roll-out of infrastructure projects have resulted in the competitive conditions being experienced. Tender margins are at levels that are insufficient to compensate for risk on a sustainable basis. The Group is seeing an increased roll-out of tenders in the market, and we anticipate improved margins over the short to medium term.		➤ Contract pricing is closely reviewed by experienced senior management before tenders are submitted. ➤ The Group focuses more on tenders where synergies can be realised through its vertically integrated business model in order to enhance the Group's margins. ➤ Effective project execution and close out. ➤ Drive to attain a more balanced portfolio of work. ➤ Increase tender margins over time.	↓	
8	**Quality of imported bitumen and availability of local supply**				
	The closing down of refineries Engen, Sapref and Astron has had an impact and places pressure on the only operating refinery being Natref, causing shortages in the local supply of bitumen. However, there is currently an oversupply of imported bitumen which has created a new risk relating to the quality of procured bitumen.		➤ Ensure adequate supply to execute projects within the contracted timelines. ➤ The Group owns and rents bitumen storage facilities which are sufficient to ensure approximately six weeks' worth of supply to its operations depending on stock levels between import cargoes. ➤ Regular imports into Cape Town and Durban Ports to address local supply constraints and to meet demand, however timing and net available storage are challenges that are being managed. ➤ A three-stage quality assurance process is in place, together with strict protocols, to ensure quality of bitumen that is procured from all sources that supply into South Africa. ➤ The Group ensures alignment with preferred suppliers of bitumen with strict quality assurance processes.	→	

Risk description	Previous risk rating	Mitigation of risk	Risk movement	Current risk rating
9 Credit risk				
Challenging conditions continue being experienced in the South African market with customers showing signs of distress as a result of lack of work, which results in non-payment or payment delays. These conditions result in higher levels of credit risk that the Group is exposed to in its customer base.		➤ Credit risk management processes are in place. ➤ Strict credit approval and review procedures as well as a "stop supply" policy are in place in order to manage the risk to an acceptable level. ➤ The Group makes use of credit risk insurance, payment guarantees and advance payments as mechanisms to mitigate risks identified in its credit review processes.	↑	
10 Risk of overtrading				
Due to the size of recent SANRAL tenders and awards and the overall increase in opportunities across the Group, Raubex needs to be cautious and selective in tendering to manage the potential realisation of over-trading consequences resulting in cash flow and other resource constraints.		➤ Monitoring of tenders on a weekly basis by divisions. ➤ Selective tendering based on size and available capacity. ➤ Adequate project management procedures and resource management. ➤ Working capital requirements are assessed frequently to ensure adequate management.	↑	

N2 Jeffreys Bay

Material risks and opportunities (continued)

Emerging risks

Through its risk management processes, the Group anticipates and responds to emerging risks, enabling the pursuit of its strategic goals while mitigating threats and capitalising on potential opportunities. The emerging risks are discussed at Exco, the Risk Committee and Board level.

Risk description	Risk rating	Mitigation of risk
1 Growth and expansion into new markets		
The Group is selectively exploring growth and expansion into new markets particularly in Western Australia. Entry into these territories increases the Group's risk due to the additional investment required, the risk associated with operating in new markets and within their regulatory compliance frameworks.		➤ Extensive research and due diligence in understanding the market, local culture and specific risks and compliance requirements. ➤ Experienced teams and project managers are deployed in new markets to monitor performance on a contract-by-contract basis. ➤ Policies and approval procedures are in place to regulate entry into new markets.
2 Foreign currency exposure risk		
The management of foreign currency exposure when operating in non-Rand-based currency geographies has increased with the current order book and growth in new markets.		➤ The Group favours contracts that allow for currency selective payment options in order to naturally hedge revenues against costs. ➤ The Group is selective in tendering for foreign contracts, which is conditional on payment being received in hard currency which can be effectively hedged. ➤ Forward exchange contracts are implemented when appropriate to mitigate foreign exchange losses in circumstances when sufficient risk margin is not embedded in the contract price.
3 Cyber-attacks including data fraud or theft		
The risk of cyber-attacks by cybercriminals is on the increase. This includes identity theft, where individual or Company information is illegally obtained by the criminals to obtain credit or other forms of financial gain.		➤ An IT policy is in place which is updated annually and includes password protocols. ➤ IT risk assessments and vulnerability tests are conducted on a continuous basis. ➤ IT systems and data are secured by firewalls. ➤ Cyber-attacks are reported to relevant authorities.
4 Supply chain delays affecting logistics and the procuring of machinery		
The risks of the ongoing geopolitical tensions, trade policies which result in logistics disruptions and the overall increase in the cost of procuring machinery.		➤ Continuous planned maintenance of plant and equipment currently in use. ➤ Rebuild programmes and facilities to extend the life of plant and equipment. ➤ Processes in place to constantly inspect plant to ensure that upgrades, refurbishments, and replacements happen when the need arises.

Risk description	Risk rating	Mitigation of risk
5 Climate action and the reduction of our carbon footprint in alignment with global standards		
The risk of not adequately reducing the impact our operations have on the environment and overall, not improving our environmental performance.		➤ A dedicated ESG manager was appointed to assist in achieving climate action targets. ➤ Continued monitoring of ESG verifiable data. ➤ Establish the Data Point Base line and ESG targets for the next five years. ➤ Reporting being aligned with IFRS S1 and S2.
6 Quality of aggregates of third parties		
The risk of declining aggregate quality from third parties and the lack of adequate supply.		➤ Identify preferred suppliers of aggregates with strict quality assurance processes.
7 Cash flow risk due to increased business operations		
Though the Group still maintains a healthy cash position, the Group's strong and growing order book creates a potential risk to cash flow due to additional working capital requirements.		➤ Regular updates to cash flow projections to account for increased operations and identify potential shortfalls. ➤ Strengthened controls over working capital management.

Insurance

The Group has a comprehensive insurance programme to protect against a wide variety of insurable risks. External advisors are consulted to advise on the appropriate type and level of cover. The terms and levels of each facility are reviewed annually to ensure that satisfactory cover is in place.

Fraud hotline

The Group is committed to conducting ethical business practices with honesty and integrity, which will not only ensure a stable employment environment for employees but also ensure the continued future success of the Group. We are committed to the highest standards of ethical behaviour in our business conduct. An Anti-Fraud and Corruption Policy is in place to ensure consistent and effective investigation, reporting and disclosure of fraud and corruption within the Group. For this reason, the Group subscribes to a service which enables all stakeholders, but more specifically employees, to report anonymously on any fraud or unethical behaviour. Raubex makes use of the professional services from Deloitte that are managed independently. Cases reported are investigated and the outcome of the investigations are reported to the Audit Committee as well as the Social and Ethics Committee.

The contact details of the Raubex Group fraud line are set out below:

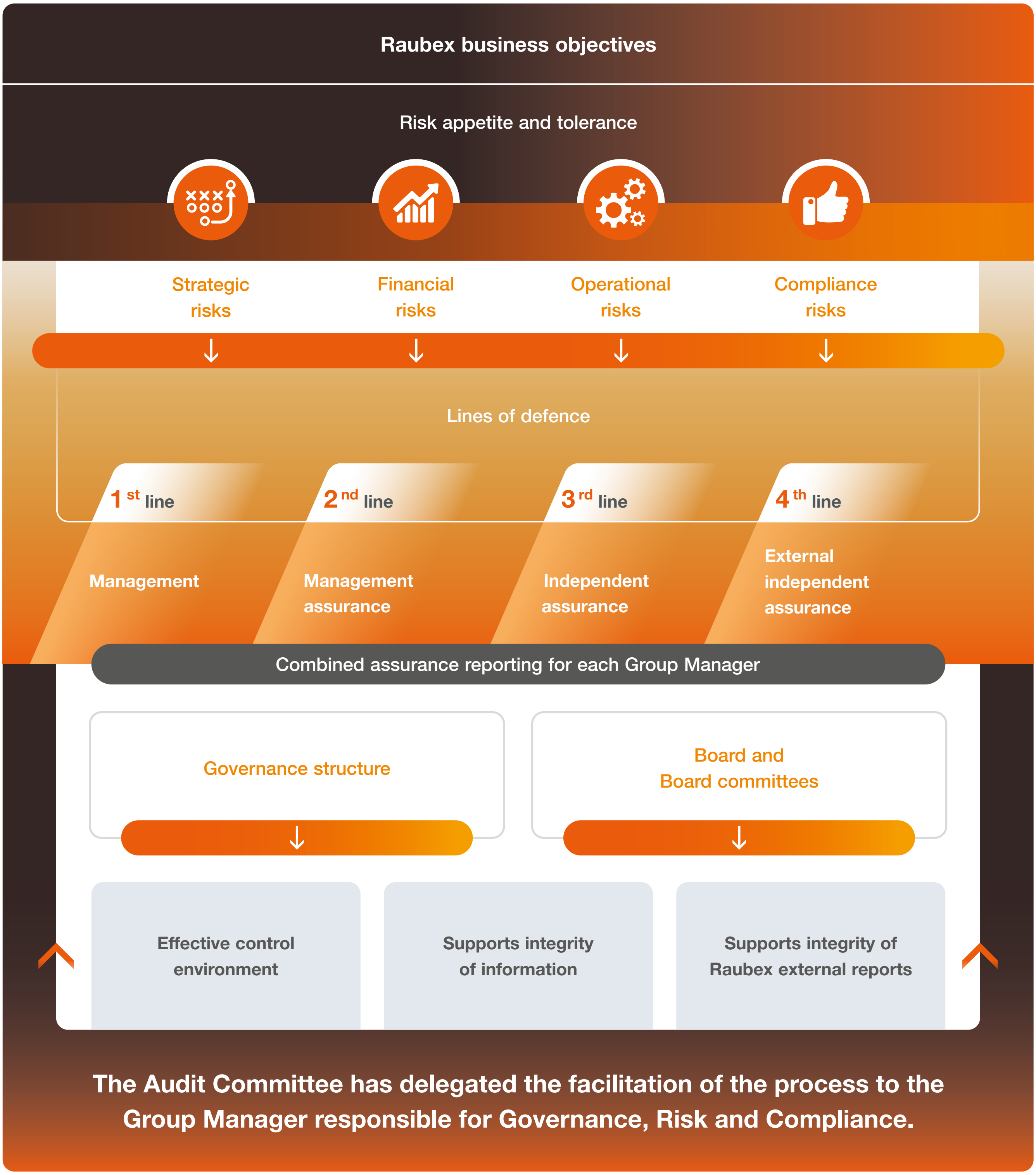
South Africa Toll-free:	0800 205 314
Namibia Toll-free:	0800 015 005
Australia Toll-free:	1 800 633 293
Zimbabwe:	+263 24 2799916
Botswana:	71119 602 (Mascom) | 0800 600 644 (BTC) | 1144 (Orange)
Email:	raubex@tip-offs.com
Website:	www.tip-offs.com
FreeFax:	0800 00 77 88 (free for South Africa only)
FreePost:	KZN 138 (free for South Africa only) Umhlanga Rocks, 4320

Material risks and opportunities (continued)

Combined assurance approach

The Board, supported by the Audit Committee, has adopted a combined assurance model which incorporates and optimises all assurance services and functions. This combined assurance approach ensures that as a whole, these functions enable an effective control environment for the Group, supports the integrity of information used for decision making and also supports the integrity of the Group's external reports.

The combined assurance model adopted by the Group optimises assurance received from management, internal and external assurance providers. The Audit Committee has established the combined assurance model for the Group and oversees its implementation. The Audit Committee further oversees the scope of the combined assurance model as informed by the Group's material risks and opportunities.



The following four lines of defence are applied to govern risk across the Group. The Combined Assurance Policy and model assign specific responsibilities to each line of defence:

1st line

Management, as the first line of defence, provides assurance on all areas within the span of control. Management oversight includes strategy implementation, performance measurement, risk management, internal control and other control and governance processes, including control self-assessment and continuous monitoring mechanisms and systems. Management is also responsible for implementing corrective actions to address process and control deficiencies.

2nd line

Management has established various risk management and compliance functions to help build and/or monitor the first line of defence controls. Legal, ESG, risk management, compliance, health and safety, quality assurance, the Exco and Group Finance Department are included in the second line of defence.

3rd line

Independent and objective assurance of the overall adequacy and effectiveness of risk management, governance, and internal control within the Group as established by the first and second lines of defence. The third line only comprises internal auditors. The third line is the most independent internal line of defence from line management, which further increases the level of confidence in the assurance.

4th line

The fourth line comprises external assurers, the most significant, which the external auditor provides. The fourth line is independent of the Group itself, with external assurers being required to comply with the Code of Ethics. External assurance may include an assessment of internal controls in the first three lines of defence.

N12 Delmas

Material risks and opportunities (continued)

Opportunities

The Group's risk management approach balances the traditional negative view of risk with one that recognises the potential business opportunities inherent in some of the risks. The Group also recognises opportunities that do not always originate from the current risks identified by the Group. The Board together with Exco considers various other opportunities when setting the strategic direction for the Group.

Despite tough trading conditions, the Group has maintained a strong Balance Sheet and healthy cash position throughout the period and is well positioned to participate in current and future opportunities in the South African market.

The Group continuously reviews its strategic objectives to identify opportunities to further enhance performance. The following opportunities have been identified to further unlock and create stakeholder value:

The South African Government National Development Plan

The South African Government has an infrastructure development plan that is intended to transform the economic landscape of South Africa, create a significant number of new jobs, strengthen the delivery of basic services to the people of South Africa and support the integration of African economies. This multi-billion Rand plan lists SIPs which include energy, transport and logistics infrastructure. These projects cover all the key infrastructure platforms of rail, road, port, dams, irrigation systems, sanitation, new energy generation plants, transmission lines, distribution of electricity to households, communication and broadband infrastructure, social infrastructure in the form of hospitals, schools and universities.

The South African ERRP

The South African Government's ERRP focuses on four areas, namely infrastructure, industrialisation and local production, employment stimulus and energy security. The 2025 Budget allocated R1.03 trillion over three years for public infrastructure, including roads, energy, water, and sanitation. The public sector is projected to spend R903 billion on infrastructure over the medium term. However, technical skills have had to be built within the Government to prepare and manage large infrastructure projects. A total of 88 projects were gazetted as SIPs in terms of the Infrastructure Development Act No. 23 of 2014, as amended. The Group is executing some of the projects and continues to be well positioned to participate in more projects, in particular, projects in the Renewable Energy, Transport, Human Settlements and Water and Sanitation categories.

Workflow from SANRAL

There has been a slowdown in the release of large new SANRAL tenders to the market during the year under review. However, recently the Group was awarded a SANRAL project to the value of R3.22 billion. The awards made have resulted in the Group securing a strong order book with a number of major contracts still pending adjudication. We are encouraged by the pipeline of projects to be awarded during the 2026 financial year. SANRAL remains a key stakeholder for the Group. Road contracts create employment and stimulate the economy due to its multiplier effect. Raubex is well positioned to execute its current order book and participate in future awards and opportunities in the road construction sector.

Growth in the affordable housing and commercial building market

Raubex continues to experience favourable conditions in the affordable residential housing market, including multi-storey BNG units, student accommodation and commercial building projects, which include hospitals, prisons and Urban Regeneration Projects. The Group is well positioned to participate in the delivery of SIPs in the Human Settlements category as mentioned above, including building and civil infrastructure opportunities created by the Lufhereng Integrated Urban Development Project to the west of Soweto. There has been a renewed uptake in the property market recently and the outlook for 2026 is positive.

Opportunities in the mining sector

Raubex has a well established reputation in the mining services sector and offers materials handling and processing services as well as infrastructure solutions and the construction of mine housing. Conditions in this sector are expected to remain buoyant, supported by high commodity prices. The Group has also been exploring opportunities to form strategic partnerships with resource owners in the mining sector. The investment in Bauba, a junior mining and exploration company with various mineral reserves under licence, continues to be an investment that diversifies the Group's operations and earnings as the demand for iron ore remains favourable. Other entities in the Materials Handling and Mining Division hold various prospecting and mining rights in Namibia and South Africa. The Group will continue to explore opportunities in this sector to diversify its revenue streams.

Participation in renewable energy opportunities

The Group's Infrastructure Division has successfully executed work in previous Bid Windows projects and has established a solid reputation in the market. Raubex is a preferred subcontractor to many clients due to quality of work and on-time delivery of projects. Government is committed to the Integrated Resource Plan (IRP).

The past delays in the roll-out of the REIPPPP has impacted the Infrastructure Division, however we continue to be well positioned to benefit from the roll-out of all future REIPPPP rounds. The division's strategy to focus on privately funded renewable energy contracts due to the continued delays has been successful and is yielding positive results through the private wind farm project, near Murraysburg in the Western Cape and the wind tower manufacturing project, near Jeffreys Bay in the Eastern Cape.

Participation in public private partnerships

Opportunities to participate in PPP projects have started coming to the fore in the South African market and the Group will review these opportunities and look to participate in these projects on a selective basis. The Group has submitted several solid PPP proposals and remains optimistic about their outcomes. These projects are often complex and entail lengthy development lifecycles before financial closure can be reached. The experience gained from the Group's flagship project relating to the expansion, upgrading and improvement of the Beitbridge Border Post in Zimbabwe positions the Group well to contribute to and execute similar projects in the future.

Geographical expansion of the Group

The Group's strong Balance Sheet and healthy cash balance positions it well to expand its current operations geographically throughout southern Africa and Western Australia. This is supported by the strong performance of the Western Australia operations. Strategic partnerships and acquisition opportunities are continuously assessed by Raubex in the domestic market, while the Group will look to grow its business in Western Australia, at a measured pace.

Commitment to transformation

The Group is committed to transformation and the development of its employees. Our transformation agenda supports Government's initiatives, which seek to address the inequalities of the past and to make the South African economy more inclusive of HDSAs. To ensure sustainability, we strive to continue making progress in improving our B-BBEE credentials as measured by the B-BBEE scorecard set out on page 58 of the Sustainability Report. Raubex has been considered a constant performer in educating and training employees.

Donkerhoek Quarry