Chief Financial Officer's Report

Remgro experienced a **sustainable recovery** in headline earnings.

Neville J Williams

Introduction

As an investment company, traditional measurements of performance, such as sales or gross profit, are not meaningful criteria for evaluating the Group's performance. However, management uses "headline earnings", "intrinsic net asset value" and "cash at the centre" to evaluate the performance of the Group on a continuous basis. These concepts are used throughout the Integrated Annual Report to provide shareholders with a better understanding of our results.

Results

Results in context

For the year under review, headline earnings increased by 38.6% from R5 647 million to R7 827 million, while headline earnings per share (HEPS) increased by 38.4% from R10.18 to R14.09. The earnings growth momentum experienced in the first half of the year under review continued during the second half, culminating in the 39% increase in headline earnings.

The increase in headline earnings can be summarised as follows:

- Improved operational performances from the majority of the investee companies, of which the most significant are:
  - increased contributions from Mediclinic Group Limited (Mediclinic) (excluding the Mediclinic acquisition costs and an increase in a redemption liability in the comparative year – refer below) (+R362 million), OUTsurance Group Limited (OUTsurance Group) (+R318 million), Rainbow Chicken Limited (Rainbow) (+R324 million) and RCL Foods Limited (RCL Foods) (+R264 million), due to improved operational performances;
  - Heineken Beverages Holdings Limited (Heineken Beverages) (excluding the Heineken *IFRS 3* impact – refer below) returning to profitability, driven by volume growth and margin recovery (+R406 million);
  - partly offset by lower contributions from TotalEnergies Marketing South Africa Proprietary Limited (TotalEnergies) (-R359 million), mainly due to higher negative stock revaluations, and lower dividends from Momentum Group Limited (Momentum) (-R160 million) following its disposal.
- Lower finance costs due to the redemption of the preference shares (+R403 million).
- For the year under review, the negative impact of significant corporate actions, which were implemented during previous financial years, amounted to R140 million (2024: R766 million).

These include the following:

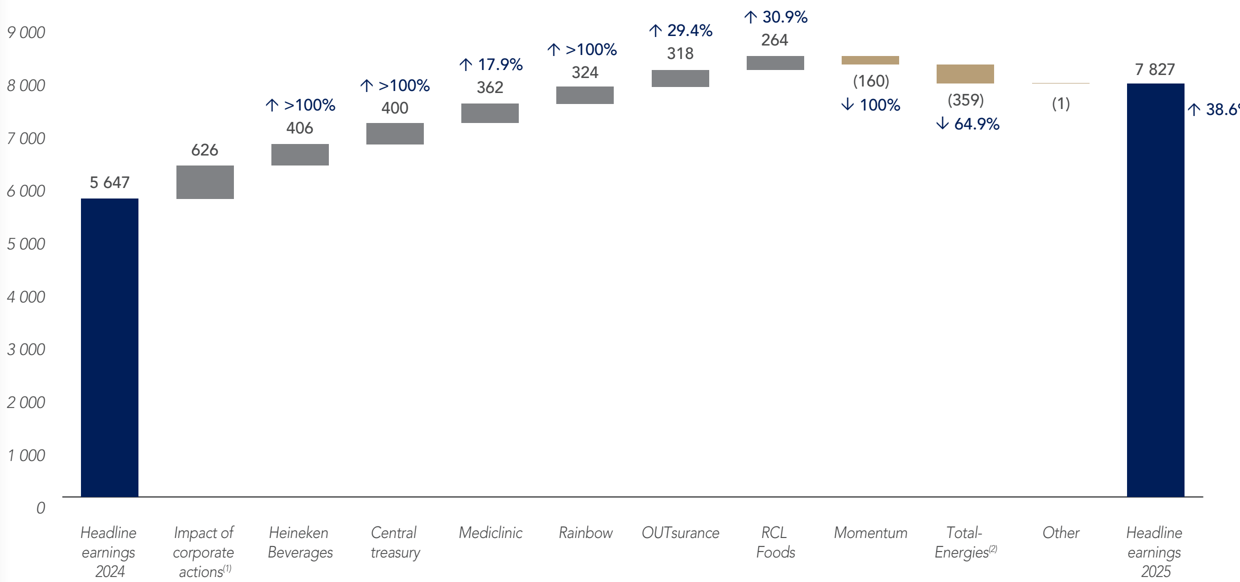
– Remgro's portion of the *IFRS 3* amortisation and depreciation charges amounting to R140 million (2024: R257 million) relating to the additional assets identified when Heineken Beverages obtained control over Distell Group Holdings Limited (Distell) and Namibia Breweries Limited (Namibia Breweries) (the Distell/Heineken transaction) (Heineken *IFRS 3* impact);
– Remgro's portion of an increase in a redemption liability amounting to R344 million in the comparative year, relating to Mediclinic's acquisition of Hirslanden La Colline Grangettes SA; and
– Remgro's portion of transaction costs amounting to R165 million in the comparative year, which were incurred in respect of the acquisition, through Remgro's 50% interest in Manta Bidco Limited (Manta Bidco), which is jointly owned by Remgro and MSC Mediterranean Shipping Company SA (MSC), of the entire issued ordinary share capital of Mediclinic (the Mediclinic acquisition).

More details are provided under "*Commentary on investees' performance*" on the next page.

Salient features

	30 June 2025	30 June 2024	*% change*
Headline earnings (R million)	**7 827**	5 647	*38.6*
– per share (Rand)	**14.09**	10.18	*38.4*
Earnings (R million)	**3 303**	1 241	*166.2*
– per share (Rand)	**5.95**	2.24	*165.6*
Dividends per share (cents)			
Ordinary	**344**	264	*30.3*
– Interim	**96**	80	*20.0*
– Final	**248**	184	*34.8*
Special	**200**	–	–
Intrinsic net asset value per share (Rand)	**292.34**	251.01	*16.5*

Headline earnings for the year ended 30 June 2025 (R million)



(1) *Change in impact of significant corporate action items between the 2024 and 2025 financial years.*
(2) *Included in TotalEnergies' contribution are negative stock revaluations of R410 million (30 June 2024: negative stock revaluations of R10 million).*

Contribution to headline earnings by reporting pillar

R million	Year ended 30 June 2025	% change	Year ended 30 June 2024
Healthcare	**2 386**	*57.5*	1 515
Consumer products	**2 000**	*114.1*	934
Financial services	**1 483**	*27.5*	1 163
Infrastructure	**(92)**	*(178.8)*	(33)
Industrial	**1 106**	*(22.4)*	1 425
Diversified investment vehicles	**362**	*54.0*	235
Media	**139**	*(10.9)*	156
Portfolio investments	**631**	*(22.3)*	812
Social impact investments	**(8)**	*72.4*	(29)
Central treasury			
– finance income	**376**	*(0.8)*	379
– finance costs	**(95)**	*80.9*	(498)
Other net corporate income/(costs)	**(461)**	*(11.9)*	(412)
Headline earnings	**7 827**	*38.6*	5 647

Refer to the composition of headline earnings on page 37 for further information.

Commentary on investees' performance

Healthcare

Mediclinic's contribution to Remgro's headline earnings, which includes the contribution of Manta Bidco, amounted to R2 386 million (2024: R1 515 million), representing an increase of 57.5%. As a result of the Mediclinic acquisition, Remgro's indirect interest in Mediclinic increased from 44.6% to 50.0% (or by 5.4%) during June 2023. As Mediclinic has a March year-end, the comparative year included Remgro's portion of the Mediclinic results for the two months ended 31 May 2023 at 44.6% and for the ten months to 31 March 2024 at 50.0%. Mediclinic's contribution in the comparative year also included transaction costs of R165 million relating to the Mediclinic acquisition. Excluding these transaction costs, Mediclinic's contribution to headline earnings increased from R1 680 million to R2 386 million (or 42.0%).

Mediclinic (including Manta Bidco) reports adjusted earnings, which removes volatility associated with certain types of significant income and charges from headline earnings, to assess financial and operational performance and as a method to provide investors and analysts with complementary information to better understand its financial performance. These adjustments include the portion of the above-mentioned transaction costs incurred by Mediclinic. The comparative year also included an increase in a redemption liability of $40 million relating to the acquisition of Hirslanden La Colline Grangettes SA. In US dollar terms, Mediclinic's (including Manta Bidco) reported adjusted earnings for the year ended 31 March 2025 increased by 21% to $239 million (31 March 2024: $197 million).

Mediclinic delivered good results against a backdrop of a persistently challenging operating environment, particularly in Switzerland where simultaneous pressure on prices and operating costs are impacting the performance of healthcare service providers. The Mediclinic board and management team are responding to these challenges through a comprehensive plan aimed at reducing costs, improving efficiencies and adapting the business to a path of sustainability and growth. Mediclinic's performance was driven by strong volume growth across all the divisions. Revenue was up 5% to $4 818 million (up 4% in constant currency terms) driven by a 1.5% growth in inpatient admissions and a 3.2% growth in day cases. Adjusted EBITDA was up 9% to $737 million (up 9% in constant currency terms), and the adjusted EBITDA margin was 15.3% (31 March 2024: 14.7%), reflecting good revenue growth and cost efficiency, partially offset by higher consumable and supply costs mainly because of ongoing mix changes. Adjusted depreciation and amortisation were up 2% to $323 million, reflecting ongoing investment in facilities and equipment across the three divisions, and adjusted net finance cost was up 1% at $107 million (31 March 2024: $106 million), which further explains the increase in adjusted earnings compared to the increase in EBITDA.

Consumer products

RCL Foods' contribution to Remgro's headline earnings amounted to R1 119 million (2024: R855 million), representing an increase of 30.9%. RCL Foods discloses underlying headline earnings from continuing operations, which excludes the following items to provide users of RCL Foods' results with relevant information and measures used by itself to assess performance:

- the earnings of Rainbow and the Vector Logistics segment due to their classification as discontinued operations;
- the *IFRS 9* fair value adjustments on commodity contracts entered into as part of the raw material procurement strategy;
- the partial recovery of the special sugar levy raised by South African Sugar Association (SASA) in the 2023 financial year; and
- advisor costs relating to the discontinued operations.

RCL Foods reported an increase in underlying headline earnings from continuing operations of 14.8%, mainly driven by the strong turnaround in the Baking business unit and an improvement in the Groceries business unit. The Sugar business unit performed well operationally, but was subject to unfavourable market dynamics, such as lower global sugar prices and higher imports into South Africa, both beyond its control.

The strong turnaround in the Baking business unit came from across all its operating units, largely driven by operational efficiencies and volume growth. Groceries' improved result was driven by a favourable product mix in pet food with more focus placed on premium brands, margin improvement from overall production efficiencies and savings initiatives together with targeted efforts to protect market share in Groceries and Baking, as well as reduced load shedding. Although down on the prior year, the Sugar business unit delivered another strong absolute result aided by a pleasing agricultural and manufacturing operational performance. The local industry faced pressure in the second half of the year largely due to reduced consumer demand and a substantial increase in imports.

Heineken Beverages' contribution to Remgro's headline earnings amounted to a loss of R50 million (2024: a loss of R573 million). Heineken Beverages' contribution includes amortisation and depreciation charges of R140 million (2024: R257 million) relating to the additional assets identified when Heineken Beverages obtained control over Distell and Namibia Breweries. Excluding these charges, Heineken Beverages' contribution amounted to a profit of R90 million (2024: a loss of R316 million). Excluding Namibia Breweries, Heineken Beverages achieved high-single-digit volume and revenue growth for the six months ended 31 December 2024 and Namibia Breweries achieved strong mid-teens volume and revenue growth. During this period, beer achieved low-teens volume growth, led by brands *Heineken®*, *Windhoek* and *Amstel*. For the six months ended 30 June 2025, revenue achieved mid-single-digit growth. Total consolidated volume declined by a low-single-digit percent, while beer volume achieved low-single-digit growth. In South Africa, beer volume stabilised, improving as the six-month period progressed. Market share also stabilised in the second half of the period, led by brands *Heineken®* and *Amstel*. The RTD (ready-to-drink) brand *Bernini* grew by more than 30% partially offsetting a decline in the cider and RTD portfolio. Wines and spirits volumes declined in the teens amidst active adjustment of the portfolio in a competitive environment. In Namibia, volume achieved high-single-digit growth, gaining market share in all categories and led by *Windhoek Lager* and *Savanna*. Outside of South Africa and Namibia particularly strong growth was delivered in Kenya, led by the spirits brands, and in Tanzania, led by brand *Heineken®*, as both markets leveraged the advantages of a full beverage portfolio.

In addition to Heineken Beverages' contribution, Remgro also accounted for amortisation and depreciation charges of R22 million in the comparative year compared to Rnil for the year under review. These charges relate to the additional assets identified when Remgro obtained significant influence over Heineken Beverages during the 2023 financial year. The decrease in charges is mainly due to some of the additional assets identified being fully impaired and/or amortised.

The headline earnings contribution from **Siqalo Foods** Proprietary Limited (Siqalo Foods) amounted to R467 million (2024: R452 million), representing an increase of 3.3%. The trading environment remains constrained due to low economic growth, a constrained consumer and volatile commodity prices and exchange rates. The business increased prices in March 2025 to offset commodity cost drivers and to recover profit margins. A focussed savings agenda allowed the business to offset inflationary cost pressure and increase brand marketing investments that enabled the business to drive profitable volume growth resulting in a 1.1% increase in volumes and a 1.7% increase in operational EBITDA for the year under review. Operational EBITDA excludes *IFRS 9* fair value adjustments on commodity and foreign exchange contracts entered as part of the raw material procurement strategy.

Rainbow's contribution to Remgro's headline earnings amounted to R469 million (2024: R145 million), representing an increase of 223.4%. Rainbow's revenue increased by 9.0%, driven primarily by a stronger sales performance in the Chicken division. The Chicken division's revenue increased by 9.6% translating into an EBIT increase of 295.1%. This improvement is mainly attributed to higher sales volumes off the back of enhanced capacity at the Hammarsdale processing plant, improved product mix and diversifying its channels with strategic customers Other contributing factors include continued improvements in agricultural and operational performance, lower commodity input costs coupled with a reduction in expenses related to load shedding and Avian Influenza (AI). In the Animal Feed division, EBIT increased by 34.7%, driven by higher volumes, a targeted improvement in the external sales mix and disciplined cost control across the value chain.

Capevin Holdings Proprietary Limited's (Capevin) contribution to Remgro's headline earnings amounted to a loss of R3 million (2024: a profit of R79 million). Capevin's profit from continuing operations, which excludes impairments, as well as the profit of Gordon's Gin due to the disposal of this distribution agreement in the comparative period, amounted to a loss of R16 million (2024: a profit of R235 million). This decrease is primarily driven by the exit of the distribution and marketing of wine and *Amarula* (previously managed on behalf of Heineken Beverages), in certain international markets at the end of the 2024 financial year, as well as the global decline of the premium spirits industry and the Scotch whisky category. The distribution and marketing of wine and *Amarula* contributed approximately 21% of total revenue in the comparative year. The Scotch whisky sector saw a significant decline in global sales compared to the comparative year. Moderation trends and ongoing geopolitical and macroeconomic uncertainty coupled with high inflation and interest rates significantly impacted consumers where continuous cost pressure along with a decrease in disposable income resulted in softer demand and downtrading. In particular, Capevin's biggest Scotch whisky markets of Taiwan, USA and China delivered a decline in revenue as consumers continued to spend cautiously.

Financial services

OUTsurance Group's contribution to Remgro's headline earnings amounted to R1 398 million (2024: R1 080 million), representing an increase of 29.4%. On a normalised basis, which excludes non-operational items and accounting anomalies, OUTsurance Group reported an increase of 33.7% in earnings. This increase is mainly due to a higher contribution from OUTsurance Holdings Limited (OUTsurance), the most significant asset in OUTsurance Group.

OUTsurance's normalised earnings increased by 29.6%. The increase in earnings was supported by strong organic growth, favourable natural perils losses, lower reinsurance costs and higher investment income. The increase was partly offset by a higher increase in the share-based payments expense, which is linked to the indexed performance of the OUTsurance Group share price, and the higher start-up loss recorded by OUTsurance Ireland. Gross written premium grew by a strong 16.8% driven by good organic growth recorded by Youi Direct and the OUTsurance operating segments. Annualised new business increased with a strong 17.1% through disciplined pricing and pleasing growth in the core direct channels. The claims ratio decreased from 56.8% to 53.6%, of which 1.4% is attributed to favourable weather and lower natural perils claims incurred. OUTsurance Life delivered a strong operating performance, driven by reduced expenses, good new business momentum in the Direct and Funeral segments, coupled with the impact of favourable yield movements.

Business Partners Limited's (Business Partners) contribution to Remgro's headline earnings increased by 2.4% to R85 million (2024: R83 million).

Infrastructure

Community Investment Ventures Holdings Proprietary Limited's (**CIVH**) contribution to Remgro's headline earnings amounted to a loss of R93 million (2024: a loss of R75 million). The decrease in CIVH's earnings is mainly due to a profit on the reversal of a guarantee provision of R108 million from discontinued operations in the comparative year, while the year under review was negatively impacted by a fair value loss on interest rate hedges of R67 million (31 March 2024: a profit of R36 million). Excluding these non-recurring items, CIVH's contribution to Remgro's headline earnings amounted to a loss of R65 million (2024: a loss of R153 million). CIVH's revenue for the year ended 31 March 2025 increased by 6.3% to R6 755 million, while EBITDA from continuing operations for the same period increased by 9.3% driven by revenue growth as demand from enterprise and retail customers contributed to increased uptake.

Vumatel Proprietary Limited's (Vumatel) revenue increased by 8.4% to R3 841 million, driven primarily through its subscriber uptake growth. The healthy revenue growth and focus on cost management resulted in an operating profit increase of 15.4% for the 12 months ended 31 March 2025. Dark Fibre Africa Proprietary Limited's (DFA) revenue increased 1.5% to R2 757 million, driven by demand in its fibre to the business (FTTB) vertical. Despite this low revenue growth, operating profit increased by 4.2% to R1 129 million as the business managed to contain costs increases.

SEACOM Capital Limited's (SEACOM) contribution to Remgro's headline earnings amounted to R12 million (2024: R55 million). SEACOM's results were negatively impacted by higher managed capacity costs and once-off cable repair costs following the outage on the northern segment of the SEACOM submarine cable in the second half of the 2024 calendar year.

Industrial

Air Products South Africa Proprietary Limited's (Air Products) contribution to Remgro's headline earnings increased by 13.6% to R643 million (2024: R566 million). Air Products' turnover for the 12 months to 31 March 2025 increased by 7.9%, while operating profit for the same period increased by 14.3%. The Onsite Plant and Pipeline supply business experienced sustained demand from large customers and stable, reliable plant operations, which collectively supported cost containment efforts. Bulk liquid supply volumes experienced modest growth, especially within the food, beverage and mining sectors. Overall profitability was enhanced by the slower rise in distribution costs. The Packaged Gases business experienced reasonable volume growth across all segments with improved margins. Enhanced cost efficiency also played a significant role in the improvement of overall profitability.

TotalEnergies' contribution to Remgro's headline earnings amounted to R194 million (2024: R553 million). TotalEnergies' contribution includes negative stock revaluations amounting to R410 million (2024: negative stock revaluations of R10 million). The stock revaluations in both periods resulted from the volatility in the Brent Crude price. Excluding these revaluations, the contribution increased by 7.3% to R604 million (2024: R563 million). This increase is mainly due to the scaling down of loss-making refining operations towards the second half of the 2024 calendar year, partially offset by supply chain disruptions. These disruptions stemmed from a fire at the PRAX refinery that forced the company to import jet fuel at higher-than-market costs, which further impacted profitability.

Wispeco Holdings Proprietary Limited's (Wispeco) contribution to Remgro's headline earnings decreased by 1.7% to R284 million (2024: R289 million). The decrease in headline earnings reflects the downward pressure on trading margins, driven by competitive market conditions, and the impact of inflationary cost increases on other significant input costs. Turnover for the year under review increased by 4.0% to R3 909 million (2024: R3 759 million), mainly due to higher selling prices on the back of the upward trend in the commodity price cycle, which also caused raw material costs to be driven higher, as well as marginally higher sales.

Diversified investment vehicles

Kagiso Tiso Holdings Proprietary Limited's (**KTH**) contribution to Remgro's headline earnings amounted to R344 million (2024: R241 million). The increase in KTH's earnings is mainly due to a positive fair value adjustment on KTH's investment in Momentum as a result of a 49.7% increase in Momentum's share price from R22.90 at 30 June 2024 to R34.29 at 30 June 2025, partly offset by the equity accounted income of KTH's investment in Momentum in the comparative year. During the year under review KTH sold a portion of its Momentum shares and consequently derecognised it as an equity accounted investment.

Media

eMedia Investments Proprietary Limited's (eMedia Investments) contribution to Remgro's headline earnings decreased by 13.3% to R98 million (2024: R113 million). eMedia Investments delivered a satisfactory performance under circumstances that were impacted by huge volatility in the rand and little or no investment in a depressed economy. Despite the negative impact of all the macroeconomic factors on the television advertising national spend, which decreased year-on-year, eMedia Investments' advertising revenue increased by 3%. eMedia Investments once again outperformed the market in terms of advertising revenue in the television market. This benefit in advertising revenues can be attributed to eMedia Investments maintaining its lead in prime-time audience market share at 34.4% in March 2025 from 33.5% in March 2024. On an operational level, the legal disputes with MultiChoice finally came to an end, and the dispute with the Department of Communications around analogue switch-off continues.

Portfolio investments

The contribution from portfolio investments to headline earnings amounted to R631 million (2024: R812 million), representing a decrease of 22.3%. The decrease is mainly due to the disposal of Remgro's interest in **Momentum** during June 2024 resulting in the dividends from Momentum being Rnil (2024: R160 million). Dividends were also received from **FirstRand** Limited (FirstRand) and **Discovery** Limited (Discovery) of R436 million (2024: R474 million) and R122 million (2024: R90 million), respectively. The decrease in the dividends from FirstRand is due to the partial disposal of FirstRand shares during the year under review. Remgro's interest in FirstRand decreased to 1.6% at 30 June 2025 (2024: 2.2%).

Other portfolio investments include the dividends received from British American Tobacco plc (BAT) amounting to R70 million (2024: R86 million).

Social impact investments

Social impact investments primarily consist of interests in the **Blue Bulls** rugby franchise, Stellenbosch Academy of Sport Proprietary Limited (**SAS**) and Stellenbosch Football Club Proprietary Limited (**SFC**).

Central treasury and other net corporate income/(costs)

Finance income amounted to R376 million (2024: R379 million). The decrease is mainly due to a lower average interest rate, partly offset by a higher average cash balance. The average cash balance was higher due to the proceeds on disposal of Remgro's interest in Momentum and the partial disposal of FirstRand, partly offset by the redemption of the preference shares. Finance costs were lower at R95 million (2024: R498 million) due to the aforesaid redemption. Other net corporate costs amounted to R461 million (2024: R412 million).

Earnings

Total earnings amounted to R3 303 million (2024: R1 241 million). This increase in earnings is mainly due to the increase in headline earnings discussed above (R2 180 million), the impairment of Remgro's investment in Heineken Beverages in the comparative year (R4 257 million) and Remgro's portion of the impairment of Heineken Beverages' goodwill that was created through the Distell/Heineken transaction in the comparative year (R1 050 million). The increase was partially offset by Remgro's portion of the impairment of Mediclinic's assets in Switzerland (R3 436 million), the impairment of Remgro's investment in eMedia Investments (R502 million) and Remgro's portion of the impairment of Capevin's goodwill as well as the profit realised in the comparative year relating to the disposal of the investment in DC Foods Proprietary Limited, Remgro's portion of the profit realised by RCL Foods on the disposal of its Vector Logistics business and Remgro's portion of the profit realised by Capevin on the termination of the Gordon's Gin agreement.

Cash at the centre and foreign exchange rates

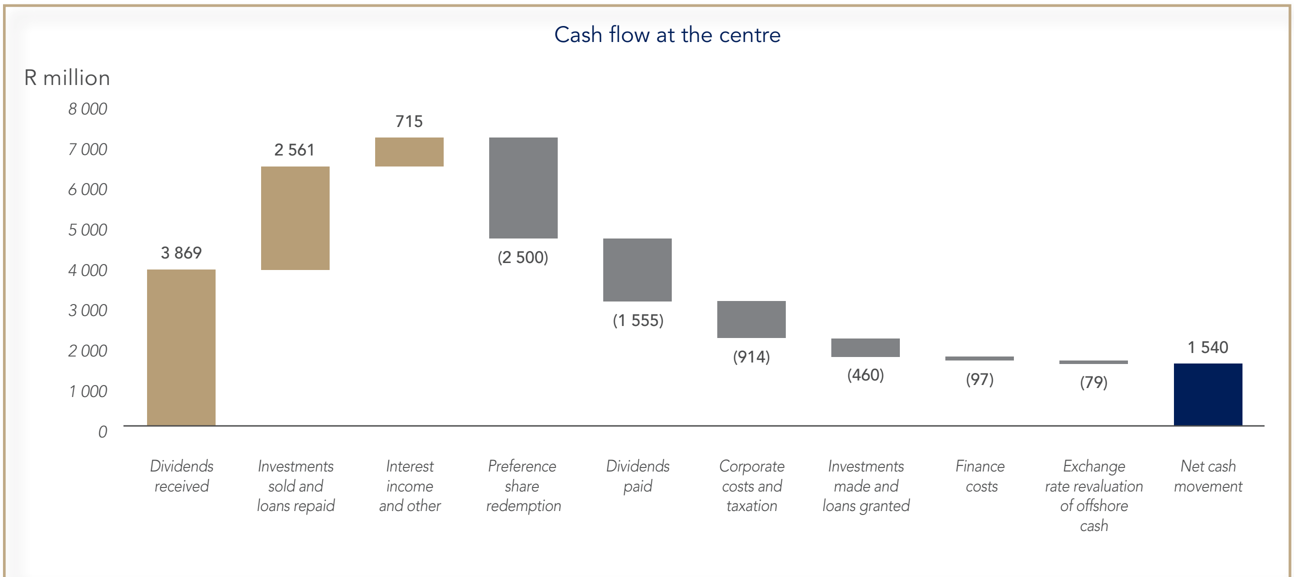
On 30 June 2025 Remgro's cash at the centre amounted to R8 362 million (2024: R6 822 million), of which 42% was invested offshore (2024: 51%). The cash is held in different currencies of which approximately 59% was held in SA rand and 39% in USA dollar.

Foreign exchange losses amounting to R79 million (2024: losses of R113 million) were accounted for during the year under review, mainly due to the strengthening of the SA rand against the USA dollar from R18.19 = $1.00 at 30 June 2024, to R17.75 = $1.00 at 30 June 2025. For accounting purposes these exchange movements are accounted for directly in equity.

Remgro's offshore cash is earmarked for potential new investments and the expansion of existing offshore investments (USA dollar).

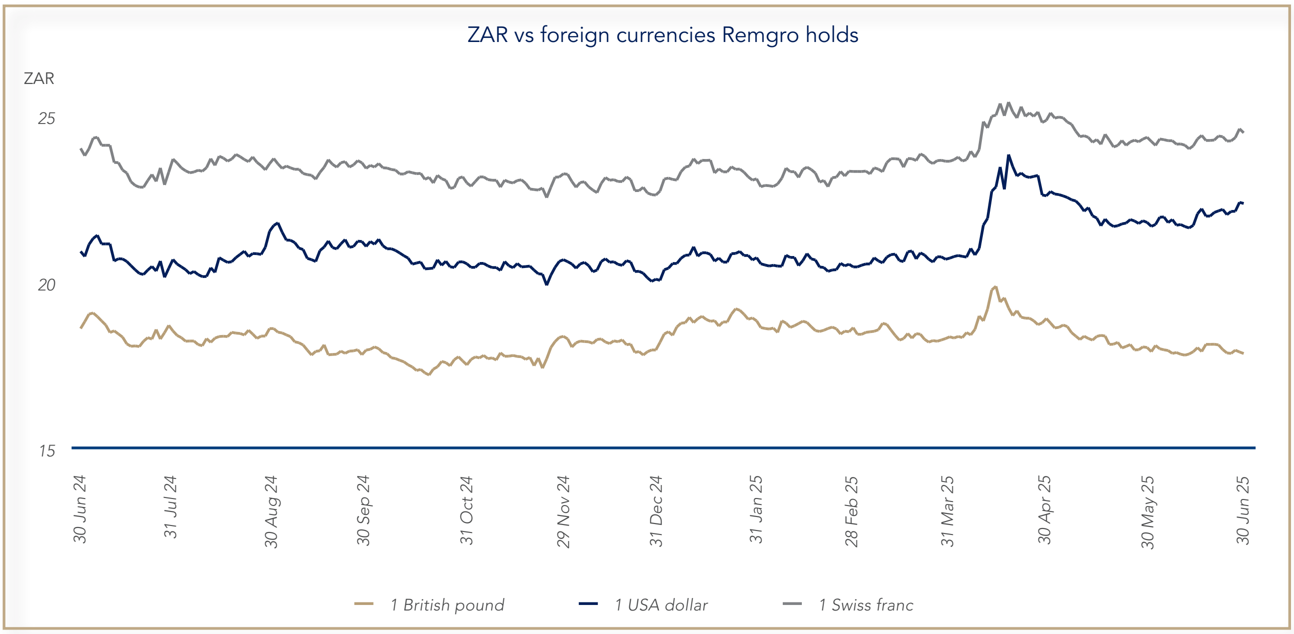
Cash at the centre

	30 June 2025 Currency value million	30 June 2025 Exchange rate	30 June 2025 R million	30 June 2024 R million
SA rand			**4 971**	3 415
USA dollar	**185.5**	**17.7500**	**3 293**	3 312
British pound	**3.3**	**24.3833**	**80**	79
Swiss franc	**0.8**	**22.2605**	**18**	16
			8 362	6 822



Closing exchange rates	30 June 2025	30 June 2024	*Movement %*
USD/ZAR	**17.7500**	18.1850	*2.4*
GBP/ZAR	**24.3833**	23.3295	*(4.5)*
CHF/ZAR	**22.2605**	20.5312	*(8.4)*

Average exchange rates	Year ended 30 June 2025	Year ended 30 June 2024	*Movement %*
USD/ZAR	**18.1650**	18.7051	*2.9*
GBP/ZAR	**23.4858**	23.5438	*0.2*
CHF/ZAR	**20.9495**	21.0781	*0.6*



External funding

During the 2016 financial year Remgro (through its wholly owned subsidiary Remgro Healthcare Holdings Proprietary Limited (RHH)) issued Class A cumulative preference shares of R3.5 billion (four-year tenure and a fixed dividend rate of 7.7%) and Class B cumulative preference shares of R4.366 billion (five-year tenure and a fixed dividend rate of 8.3%). During March 2019 Remgro extended the maturity dates of the Class A preference shares to 15 January 2024 (at a fixed dividend rate of 7.5%) and the Class B preference shares to 17 March 2025 (at a fixed dividend rate of 7.8%).

On 5 December 2023, Remgro early redeemed R3.5 billion of the Class B preference shares and, on 12 December 2023, Remgro extended the redemption of the R3.5 billion Class A preference shares to 17 March 2025 (previously 15 January 2024), while negotiating a lower dividend rate of 7.42% on those preference shares.

On 28 June 2024, Remgro redeemed the remaining R866 million Class B preference shares and also R1.0 billion of these Class A preference shares. On 5 December 2024, Remgro early redeemed the remaining R2.5 billion Class A preference shares.

Dividends

The final dividend per share was determined at 248 cents (2024: 184 cents). Total ordinary dividends per share in respect of the year to 30 June 2025 therefore amounted to 344 cents (2024: 264 cents), representing an increase of 30.3%.

The Board has also declared a special dividend per share of 200 cents.

Intrinsic net asset value

Remgro's intrinsic net asset value per share at 30 June 2025 was R292.34 compared to R251.01 on 30 June 2024. Refer to the Chief Executive Officer's Report on page 23 for a detailed discussion regarding Remgro's intrinsic net asset value and its relative performance with certain selected JSE indices.

Accounting policies

The Annual Financial Statements have been prepared in accordance with International Financial Reporting Standards (IFRS® Accounting Standards) as issued by the International Accounting Standards Board (IASB), hereafter referred to as "IFRS". The accounting policies have been consistently applied to both years presented. During the year under review various other interpretations and amendments became effective, but their implementation had no impact on the results of either the current or prior years.

Risk and opportunities management

The Company has implemented a comprehensive Risk and Opportunities Management Policy that is based on the principles of the international COSO (Committee of Sponsoring Organisations of the Treadway Commission) Enterprise Risk Management – Integrated Framework and complies with the recommendations of the King IV Report on Corporate Governance for South Africa (2016). An extensive risk and opportunities management structure furthermore ensures the effective and efficient management of risk and opportunities within the Group.

Remgro's risk and opportunities management process is summarised in the Risk Management Report on page 112, as well as in note 13 to the comprehensive Annual Financial Statements that is published on the Company's website at www.remgro.com.

Neville J Williams
Chief Financial Officer

Stellenbosch
22 September 2025

Composition of headline earnings

R million	Year ended 30 June 2025	% change	Year ended 30 June 2024
Healthcare			
Mediclinic	**2 386**	*57.5*	1 515
Consumer products			
RCL Foods[1]	**1 119**	*30.9*	855
Heineken Beverages – entity contribution	**(50)**	*91.3*	(573)
– *IFRS 3* charge[2]	**–**	*100.0*	(22)
Siqalo Foods – entity contribution	**467**	*3.3*	452
– *IFRS 3* charge[2]	**(2)**	–	(2)
Rainbow[1]	**469**	*223.4*	145
Capevin	**(3)**	*(103.8)*	79
Financial services			
OUTsurance Group	**1 398**	*29.4*	1 080
Business Partners	**85**	*2.4*	83
Infrastructure			
CIVH	**(93)**	*(24.0)*	(75)
SEACOM	**12**	*(78.2)*	55
Other infrastructure investments	**(11)**	*15.4*	(13)
Industrial			
Air Products	**643**	*13.6*	566
TotalEnergies	**194**	*(64.9)*	553
Wispeco	**284**	*(1.7)*	289
Other industrial investments	**(15)**	*(188.2)*	17
Diversified investment vehicles			
KTH	**344**	*42.7*	241
Other diversified investment vehicles	**18**	*400.0*	(6)
Media			
eMedia Investments	**98**	*(13.3)*	113
Other media investments	**41**	*(4.7)*	43
Portfolio investments			
Discovery	**122**	*35.6*	90
FirstRand	**436**	*(8.0)*	474
Momentum	**–**	*(100.0)*	160
Other portfolio investments	**73**	*(17.0)*	88
Social impact investments	**(8)**	*72.4*	(29)
Central treasury			
Finance income	**376**	*(0.8)*	379
Finance costs	**(95)**	*80.9*	(498)
Other net corporate income/(costs)	**(461)**	*(11.9)*	(412)
Headline earnings	**7 827**	*38.6*	5 647
Weighted number of shares (million)	**555.5**	*0.1*	554.7
Headline earnings per share (Rand)	**14.09**	*38.4*	10.18

(1) *RCL Foods' contribution to Remgro's headline earnings for the comparative year has been adjusted to exclude the contribution from Rainbow, which is now shown separately.*

(2) *IFRS 3 charge represents the amortisation and depreciation expenses, net of tax, relating to the additional assets identified when Remgro obtained control over these entities.*