Reunert

Empower. Innovate. Thrive.

King IV Disclosure Matrix 2025

Reunert Limited (Reunert) and its subsidiaries (Group) follows sound corporate governance practices, which are continuously assessed and enhanced as the Group evolves. We adhere to all applicable principles set out in the King IV Report on Corporate Governance™ (King IV)[1].

This supplementary report references information in Reunert's 2025 Integrated Report. The Integrated Report and Annual Financial Statements are available on Reunert's corporate website at reunert.co.za/results-reports-and-presentations.php. Supplementary reports and fact sheets are available at https://reunert.co.za/supplementary-reports.php.

The Board and its committees will consider the King V Code on Corporate Governance on Corporate Governance for South Africa 2025 and its associated Disclosure Framework during the course of the 2026 financial year, with a view to reporting against the Disclosure Framework at the end of the year.

Principle	Commentary	Integrated Report page reference
Principle 1 The governing body should lead ethically and effectively. Application: ✔	The Reunert board of directors (Board) is committed to leading ethically, setting an ethical tone for the Group, strategically directing the Group and effectively creating shared value for all stakeholders. The Nomination and Governance Committee oversees the tone for sound governance and ethical conduct of the Board. Reunert follows a stakeholder-inclusive approach that balances the needs, interests and expectations of material stakeholders in Reunert's best interests over time. Board members are bound by the Board Charter, which requires members to conduct themselves, professionally and personally, in accordance with the Reunert Code of Ethics and Group Values. Internal Board evaluations are conducted annually to assess the performance of the Board as a whole, its committees and its individual members.	• Page 80: Our governance approach • Page 84: Key governance matters in FY25 • Page 92: An appropriate balance of power and independence • Page 93: Board and Group Company Secretary evaluation • Page 94: Board and ethical leadership • Page 94: Trading in Reunert shares

[1] *The King IV Report on Corporate Governance™ for South Africa, 2016. Copyright and trademarks are owned by the Institute of Directors in South Africa NPC and all of its rights are reserved.*

Principle	Commentary	Integrated Report page reference
Principle 2 The governing body should govern the ethics of the organisation in a way that supports the establishment of an ethical culture. Application: ✔	Reunert's ethical culture is supported by the Group Values and Code of Ethics – which are the Group's moral compass. Business units are responsible for regulatory compliance, whereas formal Group-wide policies cover ethical matters and some aspects of generally applicable legislation, where appropriate. An externally managed whistle-blowing hotline is available to report any misconduct, and reports are reviewed by the relevant Board committees. The Social, Ethics and Transformation Committee plays an important role in overseeing the Group's ethical culture. Among others, the Social, Ethics and Transformation Committee oversees the Group's sustainability strategy, which includes the Group's environmental and societal initiatives. Reunert's well-defined governance structures, which includes a formal document detailing the Board's delegation of authority to management and a formal Group governance framework, maintain a balance between business units' autonomy and appropriate Group oversight. The Remuneration Committee oversees the formulation and application of the Group's remuneration policy. In this regard, the Remuneration Committee continuously considers the Group's remuneration practices to achieve fairness for both employees and shareholders.	• Page 5: An integrated approach to value creation, supported by Group values and our Code of Ethics • Page 6: Investment case • Page 24: Our Strategy performance dashboard FY25 • Page 69: Material sustainability themes • Page 84: Key governance matters in FY25 • Page 110: Employee Perception Survey and also the remainder of the Social, Ethics and Transformation Committee report, from page 110 to 113 • Page 114 to 125: Remuneration: supporting performance
Principle 3 The governing body should ensure that the organisation is and is seen to be a responsible corporate citizen. Application: ✔	Solid governance is a key enabler in the Reunert Sustainability Strategy and Framework. Reunert is a proud South African Company and a committed corporate citizen. The Group aims to operate responsible businesses by building trust and accountability, nurturing and growing people and managing its environmental footprint. The Social, Ethics and Transformation Committee plays a key role to provide oversight of various aspects of the Group's corporate citizenship responsibility, including environmental and societal matters. In the longer term, Reunert is focused on inclusive growth and transformative solutions.	• Page 54 to 63: Human Capital review • Page 64 to 69: Our sustainability approach • Page 70 to 76: Our sustainability strategy framework • Page 76 to 78: Climate-related disclosures • Page 110 to 113: Social, Ethics and Transformation Committee report

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Principle 4 The governing body should appreciate that the organisation's core purpose, its risks and opportunities, strategy, business model, performance and sustainable development are all inseparable elements of the value creation process. Application: ✔	Reunert depends on its relationships with key stakeholders to create value and execute its strategy. Reunert's strategy process is designed to support the Group's value creation objectives and its material matters. The Executive Committee and business units' management develop and execute the Group's strategy. The Board oversees, is ultimately accountable for, and approves the strategy. The Investment Committee has introduced an annual meeting to enhance the Board's oversight of strategy execution. The Board, through the Risk Committee, also oversees the Group's risk management processes and delegates their design, implementation and monitoring to management.	• Page 5 and 6: An integrated approach to value creation supported by Group Values and our Code of Ethics • Page 18 to 34: Our context, strategy and investment case • Page 53 to 78: Responsible business practices • Page 98: Investment Committee feedback • Pages 99 to 109: Risk Committee report
Principle 5 The governing body should ensure that reports issued by the organisation enable stakeholders to make informed assessments of the organisation's performance and its short, medium and long-term prospects. Application: ✔	Reunert prepares an Integrated Report and supplementary reports that follow internationally recognised reporting frameworks and standards, as appropriate to the Group. The Annual Financial Statements are prepared in compliance with International Financial Reporting Standards, the Companies Act, No. 71 of 2008 and the JSE Listings Requirements, and are audited by Reunert's external auditors. The Board and Audit Committee, assisted by other Board committees, oversee the Integrated Report's integrity and completeness, the Annual Financial Statements and other supplementary reports.	• Page 1 and 2: About this report • Page 95 to 97: Audit Committee feedback • Page 53 to 78: Responsible business practices Also refer to the Audit Committee report on page 7 to 9 and the Directors' report on page 10 to 14 of the 2025 Reunert Group Audited Annual Financial Statements.
Principle 6 The governing body should serve as the focal point and custodian of corporate governance in the organisation. Application: ✔	The Board is the focal point and custodian of Reunert's corporate governance. The Board adopted a Board Charter, various Terms of Reference and Board policies for the Board's committees. These are reviewed regularly. The Board also oversees adherence to provisions as outlined in the Companies Act, JSE Listings Requirements, the Company's Memorandum of Incorporation, King IV and South African common law.	• Page 80 and 81: Our governance approach • Page 82 and 83: Our governance structures Also refer to the governance-related documentation on Reunert's website at: https://reunert.co.za/governance.php
Principle 7 The governing body should comprise the appropriate balance of knowledge, skills, experience, diversity and independence for it to discharge its governance role and responsibilities objectively and effectively. Application: ✔	The Board comprises the appropriate number of executive and non-executive directors, the majority of whom are independent. The composition of the Board and Board committees is regularly evaluated by the Board, through the Nomination and Governance Committee, and is appropriate for their respective mandates. Members' mix of knowledge, skills and experience remains a key consideration in the Board's succession planning. The Group has targets to enhance race and gender representation in Board membership. The Nomination and Governance Committee considers committees' performance and composition in terms of skills, experience, diversity and independence, as well as the feedback received from the Board's and committees' evaluation. The Board's composition is aligned to King IV recommended practices.	• Page 85 and 86: Reunert's leadership • Page 87 to 89: Our Board • Page 90 and 91: Board committees • Page 92 to 94: Nomination and Governance Committee report Also refer to the Notice of Annual General Meeting and the supplementary fact sheet: Board Members' Curricula vitae or https://reunert.co.za/leadership.php and the Board's policies on balances of power and diversity at https://reunert.co.za/governance.php

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Principle 8 The governing body should ensure that its arrangements for delegation within its own structures promote independent judgement and assist with balance of power and the effective discharge of its duties. Application: ✔	The Board is supported by various Board committees which have delegated responsibilities to assist it to fulfil certain functions. The Board committees provide feedback on their meetings at every Board meeting. Each committee has a workplan that lists its tasks according to its Terms of Reference and any regulatory obligations that may be relevant to the committee. This allows the committees to assess their progress and fulfil their mandates. The Reunert Group has a number of formalised processes and policies that, together, constitute the Group's governance framework. Key documents in this regard include the Reunert Reserved Matters Framework and the Delegation of Authority Framework, which are aimed at ensuring that Board members and management understand their roles. These documents also contain safeguards to maintain the appropriate balance of power on the Board, and between the Board and management.	• Page 82 and 83: Our governance structures • Page 87 to 89: Our Board • Page 90: Board committees • Page 92 to 125: Board committees reports Also refer to the Audit Committee report on page 7 to 9 of the 2025 Annual Financial Statements and the Board's policies at https://reunert.co.za/governance-overview.php#board-policies
Principle 9 The governing body should ensure that the evaluation of its own performance and that of its committees, its chair and its individual members, support continued improvement in its performance and effectiveness. Application: ✔	The Board conducts comprehensive annual internal performance assessments. Board members assess each other's performance, and the competency and effectiveness of the Group Company Secretary. They also assess the collective performance of the Board as a whole and each committee, including whether the mix of knowledge, skills and experience of members remain appropriate.	• Page 93: Board and Group Company Secretary evaluation
Principle 10 The governing body should ensure that the appointment of, and delegation to, management contribute to role clarity and the effective exercise of authority and responsibilities. Application: ✔	Reunert's Board-approved Delegation of Authority Framework contains a detailed structure through which the Board delegates authority to its committees and management (including stipulations on decisions reserved for the full Board). The Delegation of Authority Framework is reviewed regularly, typically annually. The Group has succession planning provisions in place for non-executive and executive directors. The executive management succession plan is presented regularly to the Nomination and Governance Committee and this committee is informed at every meeting of changes to senior management structures. Reunert annually evaluates the performance of the Group Chief Executive Officer and Group Chief Financial Officer (among others).	• Page 80 and 81: Our governance approach • Page 82 and 83: Our governance structures • Page 85 and 86: Reunert's leadership • Page 87 to 89: Our Board • Page 90: Board committees • Page 91: Group executive committee • Page 92 to 94: Nomination and Governance Committee report • Page 96: Audit Committee feedback on Reunert's finance function • Page 110 to 113: Social, Ethics and Transformation Committee report

Principle	Commentary	Integrated Report page reference
Principle 11 The governing body should govern risk in a way that supports the organisation in setting and achieving its strategic objectives. Application: ✔	Reunert practises effective management to mitigate risks and uncertainties which could hinder its value creation and strategy execution. The Board (through the Risk Committee) oversees the Group's risk management processes and delegates their design, implementation and monitoring to management. The Risk Committee annually reviews and approves the Group Risk Management Framework, giving effect to its direction on and appetite for risk. The Risk Management Framework includes the Fraud Risk Management Framework. The Risk and Audit Committees assess the effectiveness of internal controls, including financial and disclosure controls, and the effectiveness of risk management.	• Page 99 to 109: Risk Committee report • Page 95 to 97: Audit Committee feedback See also page 8 and 9 of the Audit Committee report in the Group Consolidated Annual Financial Statements at https://reunert.co.za/pdf/full-year-results/2025/reunert-annual-financial-statements-2025.pdf
Principle 12 The governing body should govern technology and information in a way that supports the organisation setting and achieving its strategic objectives. Application: ✔	Reunert's Information and Technology (IT) Governance Framework establishes accountability, strategic alignment and appropriate risk management to optimise the value Reunert derives from IT. The Group's IT Policy Framework bases Group-wide mandatory minimum IT policies requirements and recommended guidelines incorporating standards, controls, and procedures on governance and legislative requirements. The Risk Committee is primarily responsible to oversee the Group's IT governance, including cyber security, on behalf of the Board. The Audit Committee retains responsibility to oversee IT governance to the extent that it is relevant to financial reporting. Reunert established the Financial Controls, Information and Technology Committee (Fitco) as an Exco subcommittee to formalise IT governance and streamline processes throughout the Group.	• Page 99 to 109: Risk Committee report • Page 106: Key risks – Risk 4: Escalation in large-scale cyber-attacks and data fraud • Page 108 and 109: Information and technology governance
Principle 13 The governing body should govern compliance with applicable laws and adopted, non-binding rules, codes and standards in a way that supports the organisation being ethical and a good corporate citizen. Application: ✔	Compliance with relevant laws and regulations in the jurisdictions where Reunert operates is required throughout the Group. Regulatory changes are monitored, as appropriate, by business units, functional specialists and/or Group Legal Counsel. The Social, Ethics and Transformation Committee has the primary responsibility for oversight of the Group's compliance framework, with other Board committees taking responsibility for regulatory compliance on matters that fall within their respective mandates. Business units' chief executive officers annually certify their businesses' compliance with the Competition Act, No. 89 of 1988, the Prevention and Combatting of Corrupt Activities Act, No. 12 of 2004 and other laws and regulations material to the relevant businesses.	• Page 67: Sustainability risks and opportunities • Page 71: Climate Change Act compliance • Page 76 to 78: Climate-related financial disclosures • Page 83: Group Compliance • Page 110 to 113: Social, Ethics and Transformation Committee report Supplementary fact sheet: Standards and principles at https://reunert.co.za/supplementary-reports.php

Principle	Commentary	Integrated Report page reference
Principle 14 The governing body should ensure that the organisation remunerates fairly, responsibly and transparently so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long-term. Application: ✔	Reunert's Remuneration Policy is set to: • Attract, retain and motivate talent • Reward performance • Promote positive outcomes and achievement of operational and strategic objectives • Be flexible to adjust to changing economic conditions and the Group's needs • Foster individual performance and teamwork • Promote an ethical culture and responsible corporate citizenship The Remuneration Committee reviews the policy annually to ensure that it is relevant, according to best practice, and addresses the business requirements. The Remuneration Policy aligns with Reunert's strategic objectives and shareholder expectations, is market-related, and reflects good business practice. The Remuneration Policy also considers King IV recommendations.	• Page 114 to 125: Remuneration: Supporting performance
Principle 15 The governing body should ensure that assurance services and functions enable an effective control environment, and that these support the integrity of information for internal decision-making and of the organisation's external reports. Application: ✔	The Board guides the Group's assurance services and functions. It delegates the primary responsibility for overseeing the combined assurance process to the Risk and Audit Committees. The Combined Assurance Framework is embedded with the assistance of each business unit's executive management. The Board approves the frameworks which guide the annual and interim reports' preparation and the process which determines the Group's material matters. It oversees that processes are in place to ensure the reliability of data and information reported. Assurance in the Group is supported by Information and Technology governance and the Chief Executive Officer/Chief Financial Officer sign-off process.	• Page 7 to 9: About the report • Page 91: Group Executive Committee (Fitco) • Page 95 to 97: Audit Committee feedback • Page 99 to 109: Risk Committee report See also page 7 to 9 of the Audit Committee report in the Group Consolidated Annual Financial Statements at https://reunert.co.za/pdf/full-year-results/2025/reunert-annual-financial-statements-2025.pdf
Principle 16 In the execution of its governance role and responsibilities, the governing body should adopt a stakeholder inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interests of the organisation over time. Application: ✔	Effectively engaging with stakeholders is a key component of the Group's strategy, governance principles and sustainable business practices. Governance processes and the effectiveness of stakeholder management, including the Group's approach to stakeholder inclusivity, aligns with King IV recommendations. An entrenched Group Governance Framework applies to subsidiaries and is typically incorporated into shareholders' agreements where companies have third-party shareholders. The Social, Ethics and Transformation Committee takes primary responsibility, on behalf of the Board, for the Group's stakeholder strategy.	• Page 32 to 34: Stakeholder relationships • Page 64 to 69: Our sustainability approach • Page 70 to 75: Our sustainability strategy framework • Page 84: Key governance matters in FY25 • Page 110 to 113: Social, Ethics and Transformation Committee report

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