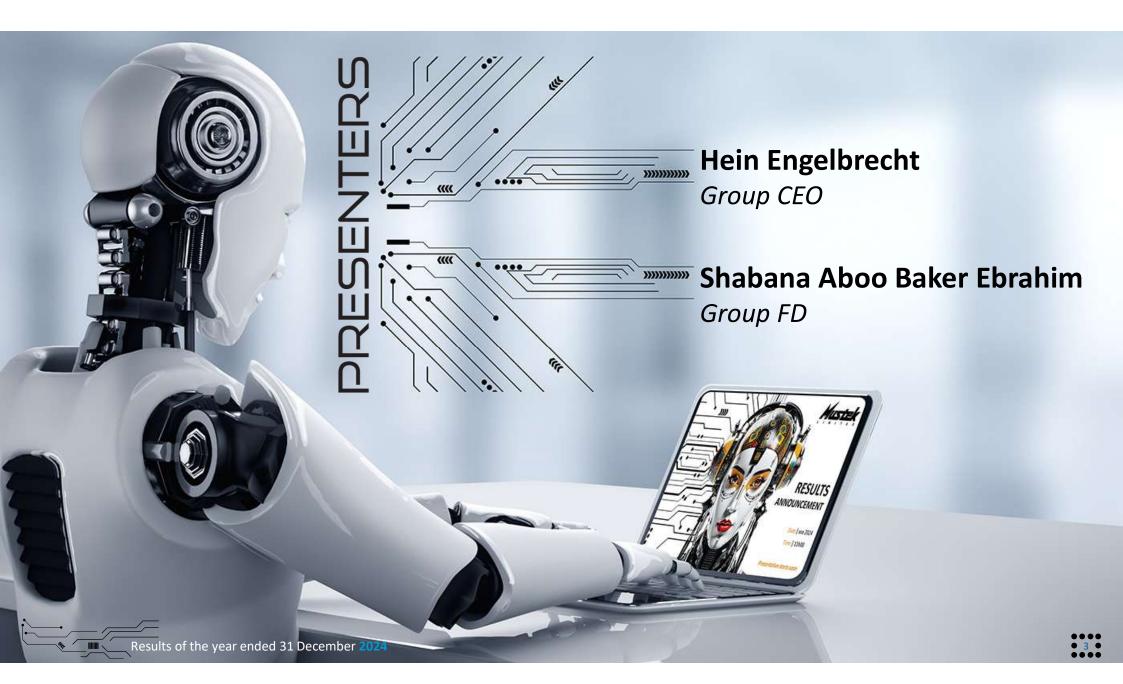






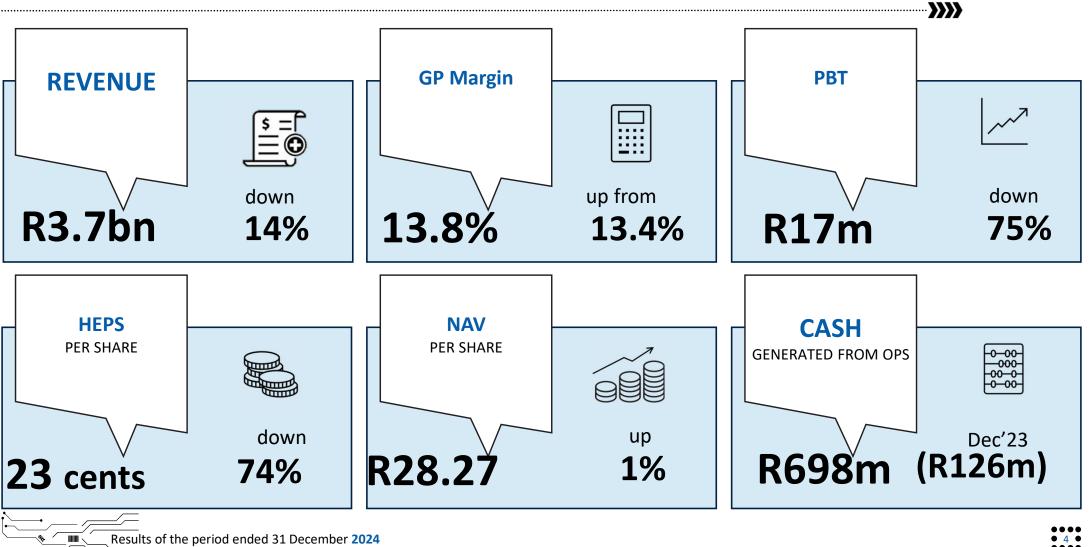
INTERIM RESULTS FOR THE PERIOD ENDED 31 DECEMBER 2024

Date | 6 March 2025 Time | 10h00



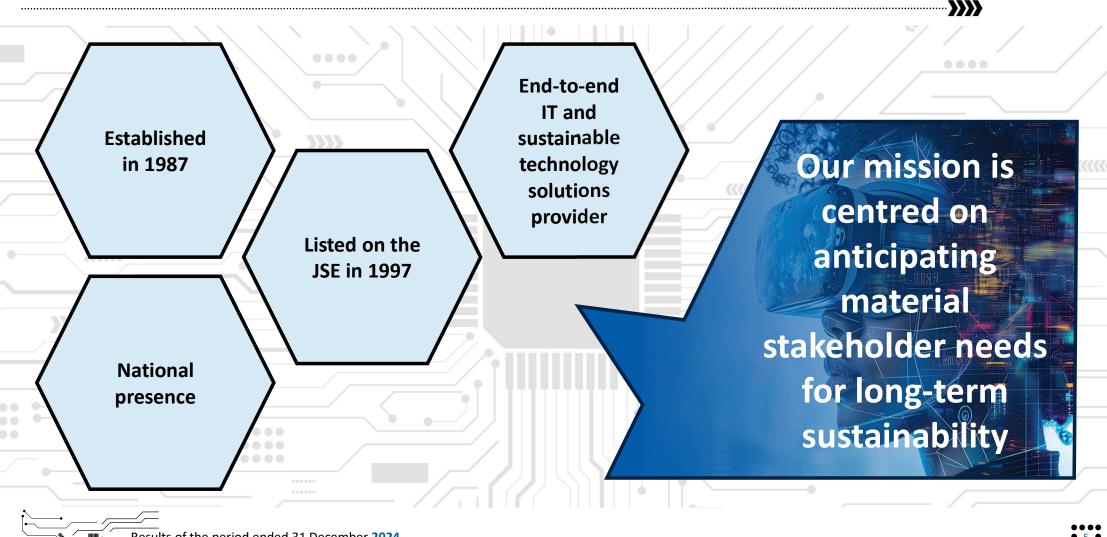


GROUP SALIENT FEATURES



GROUP OVERVIEW

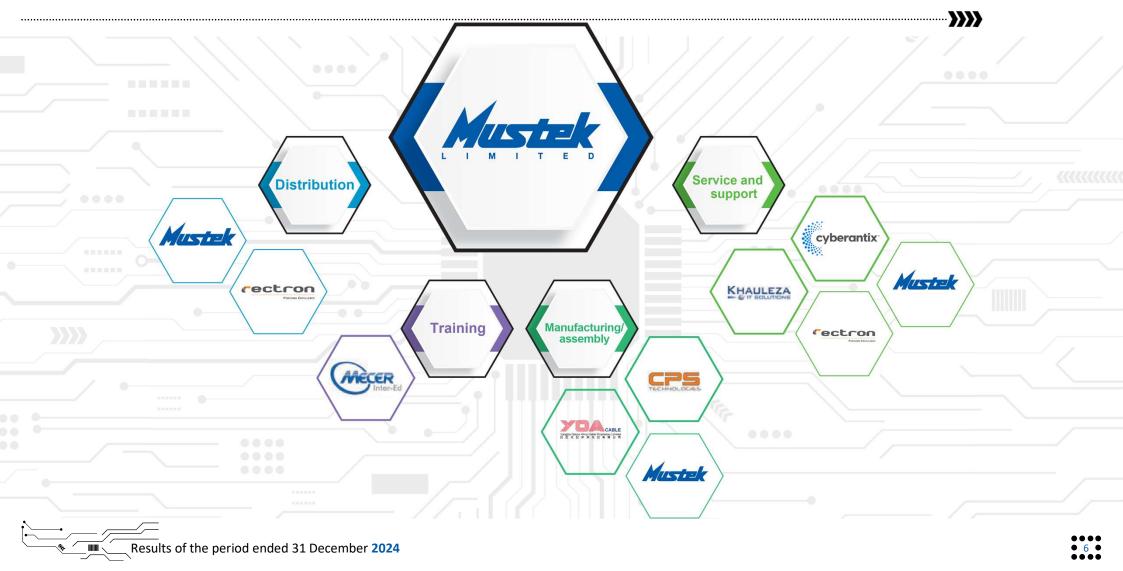




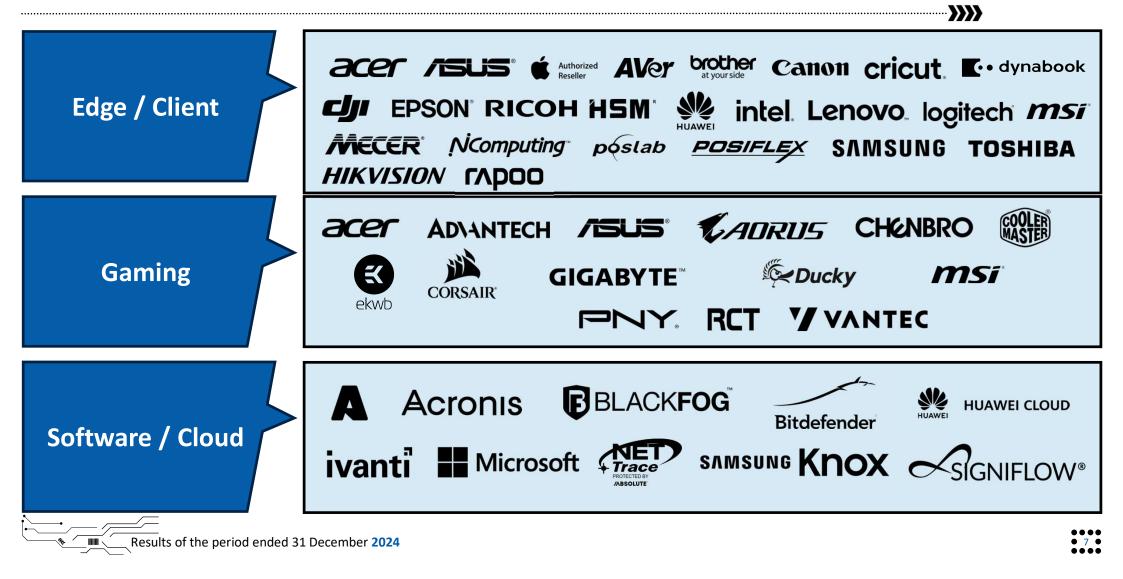
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GROUP STRUCTURE



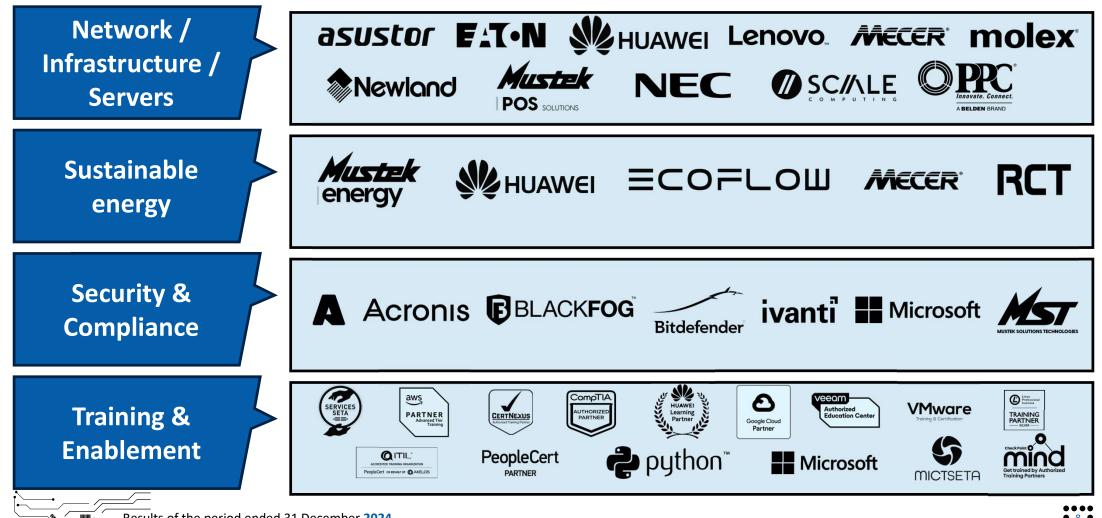






GROUP BRAND PORTFOLIO





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FINANCIAL SUMMARY

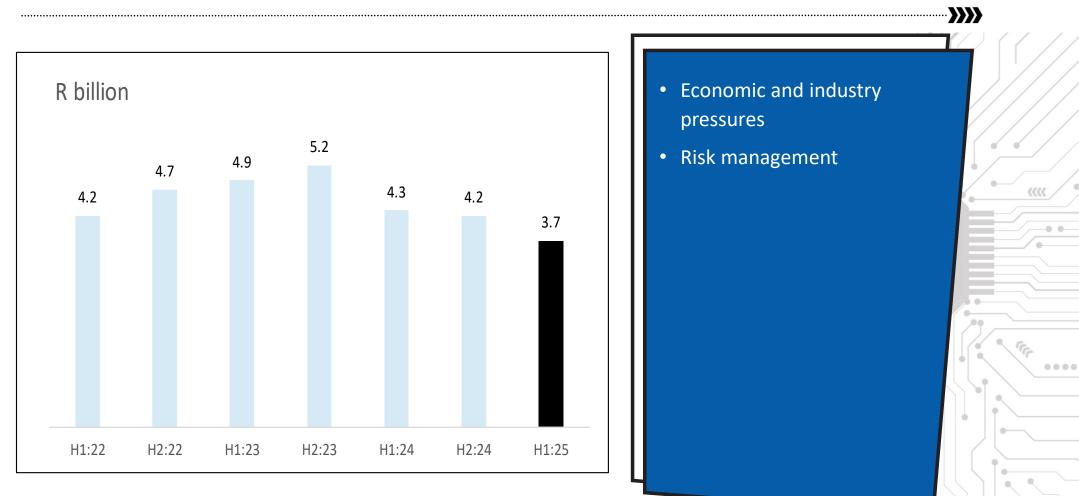
						·····		
		H1:22	H2:22	H1:23	H2:23	H1:24	H2:24	H1:25
Revenue	(R billion)	4.2	4.7	4.9	5.2	4.3	4.2	3.7
Gross Profit	(R million)	677	596	691	722	570	470	506
GP margin	(%)	16.2%	12.6%	14.1%	13.8%	13.4%	11.1%	13.8%
EBITDA	(R million)	277	179	268	240	213	137	130
Net Profit	(R million)	152	73	129	90	52	-31	13
HEPS	(cents)	237	120	222	153	91	-24	23
NAV/Share	(cents)	2 259	2 395	2,575	2,724	2,725	2,801	2,827
Cash generated	. ,			·	·			
from operations	(%)	284	20	-125	322	-126	186	698

Results of the period ended 31 December 2024

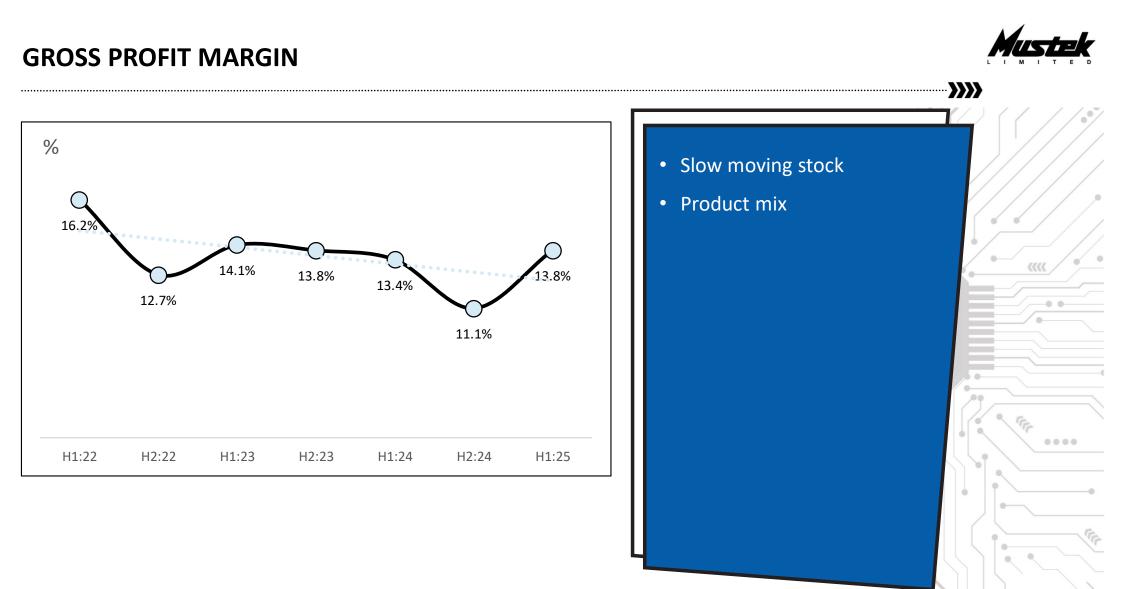
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Results of the period ended 31 December 2024

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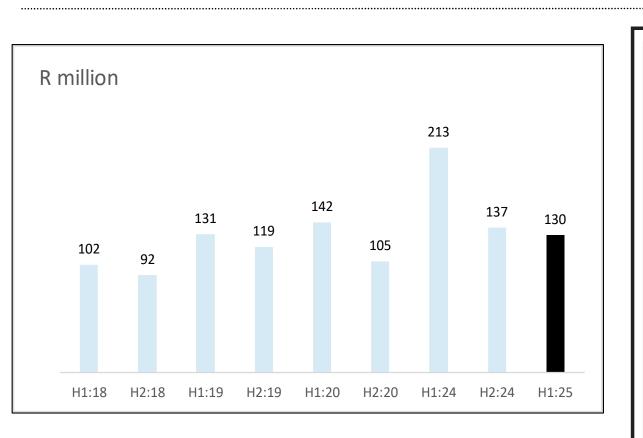


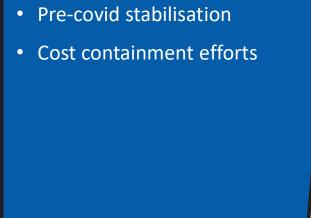


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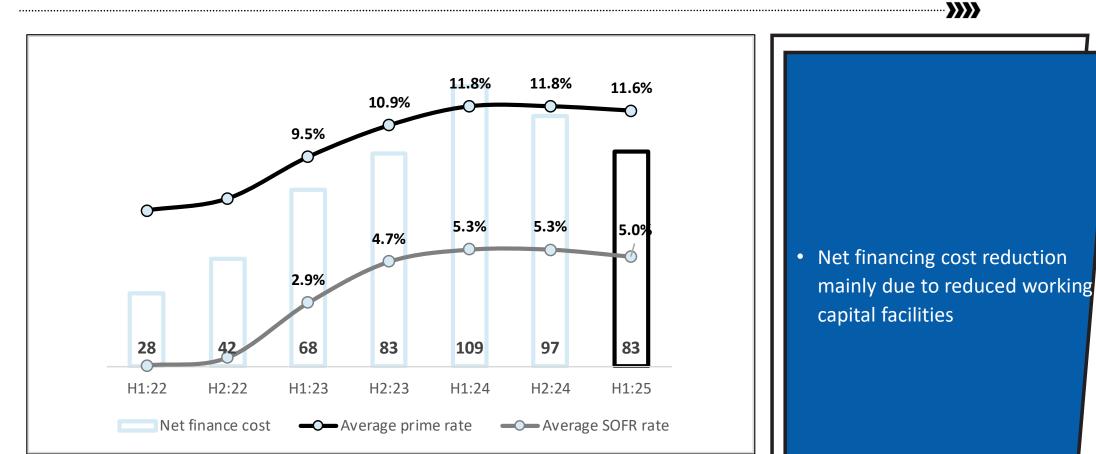
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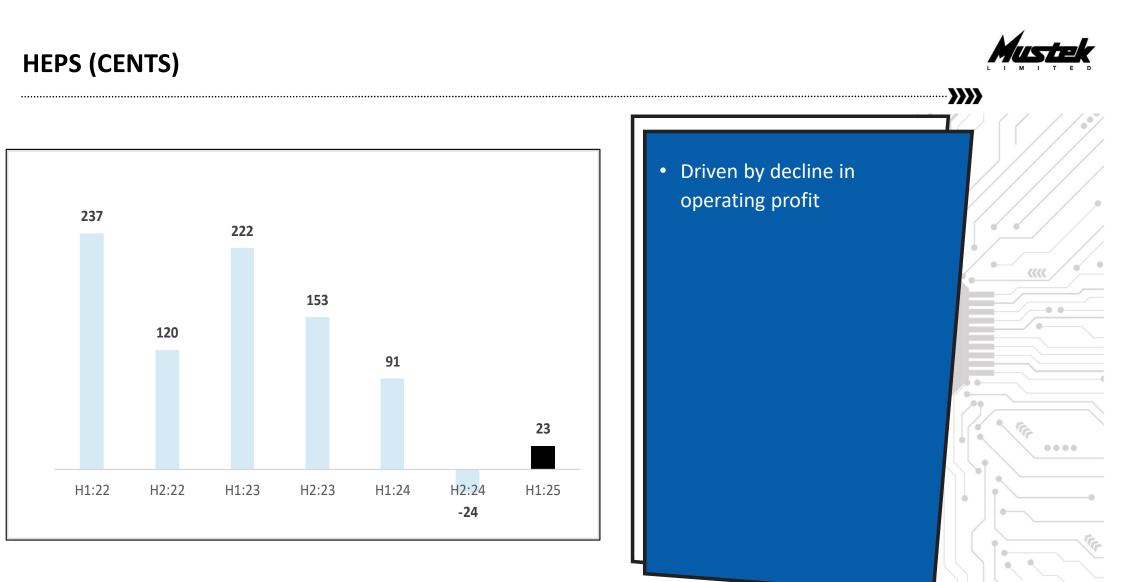


NET FINANCING COST VS AVERAGE INTEREST RATES



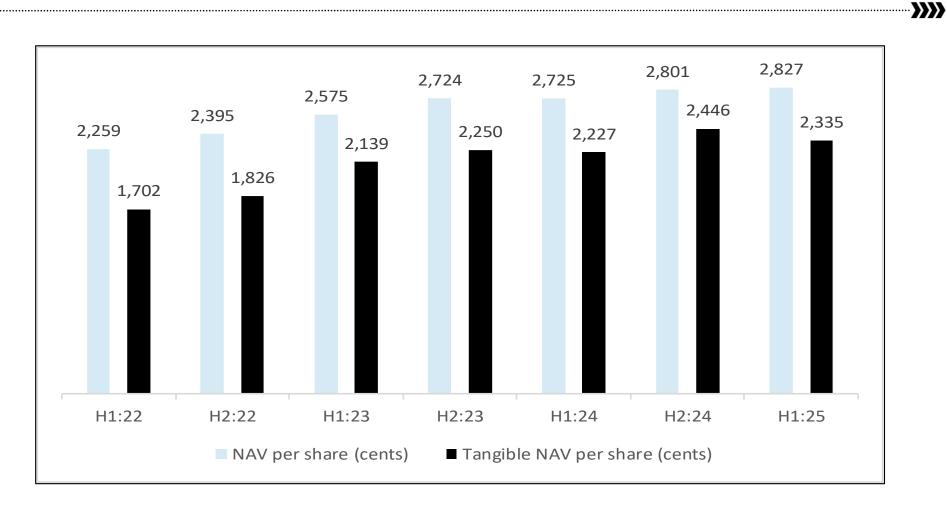
* Secured overnight financing rate





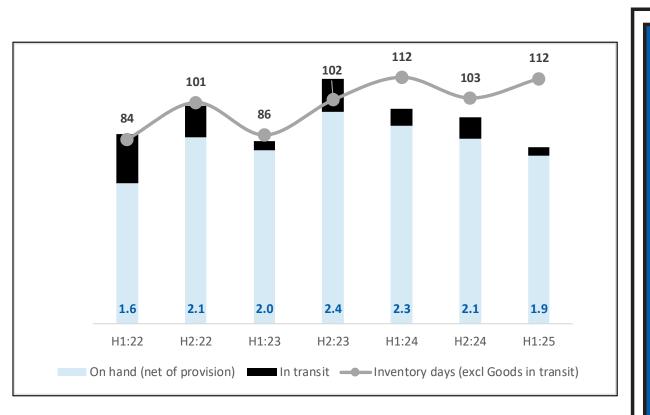


NAV AND TNAV PER SHARE



INVENTORY





- Improvement but stock levels still elevated
- Working capital management remains a focus

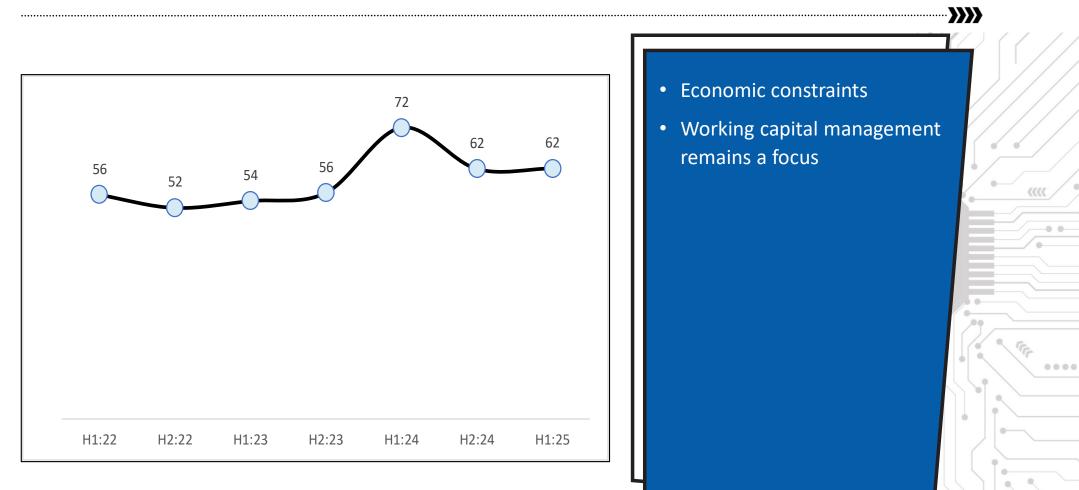
Results of the period ended 31 December 2024

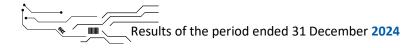
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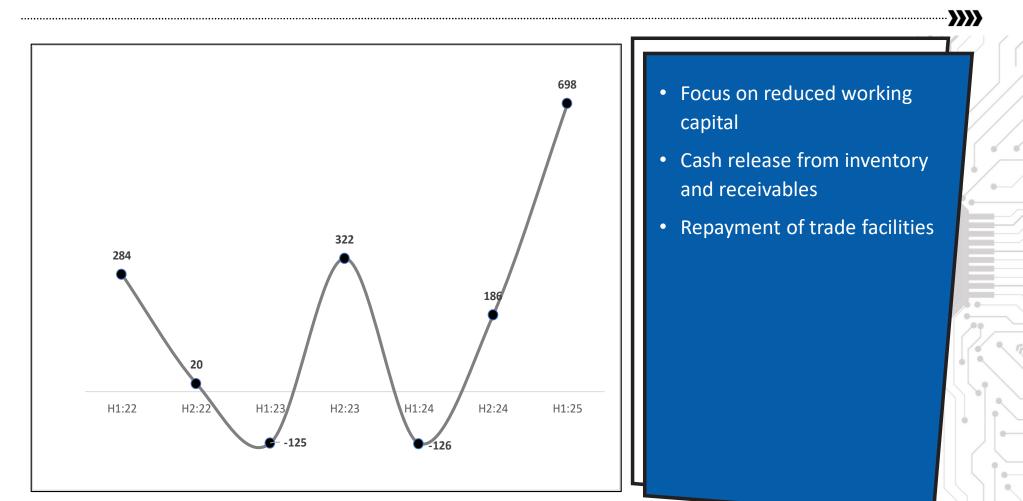


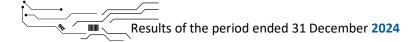




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CASH GENERATED FROM OPERATIONS





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STRATEGIC PRIORITIES

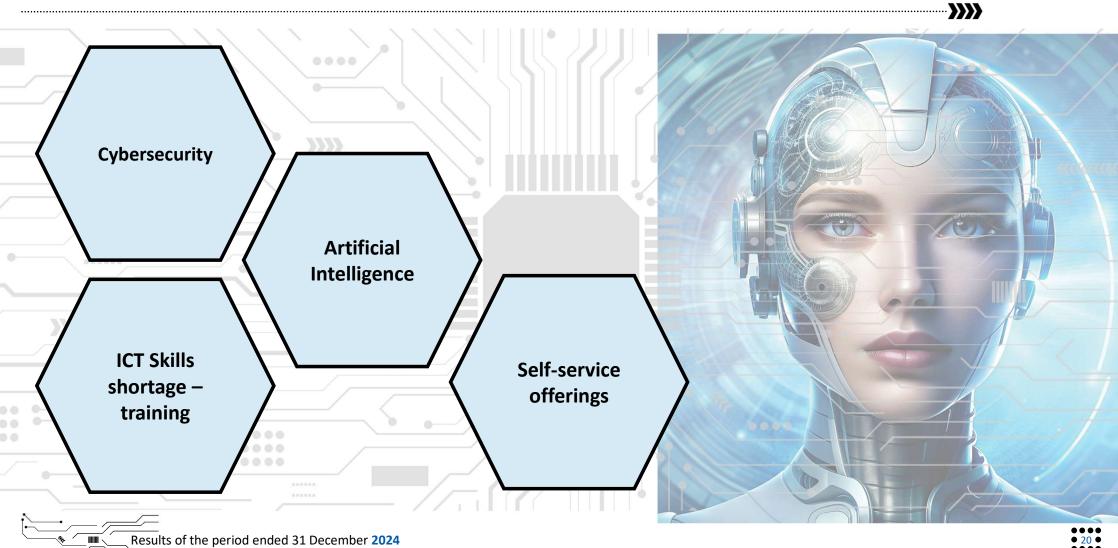


- Structural improvements in working capital and liquidity
 - Reduced stock holding
 - Stricter credit terms
- Disposing of non-strategic/non-core assets
- Smaller complimentary acquisitions that make sense for the group



OPPORTUNITIES





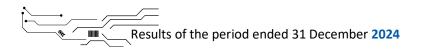
Results of the period ended 31 December 2024

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CORPORATE ACTION UPDATE

- FIA by Novus Holdings issued on 15 November 2025
- Appointment of Independent Board
- Approvals
- Joint circular in progress planned to be issued on or about 14 March 2025





Hein Engelbrecht – Group CEO heine@mustek.co.za

Shabana Aboo Baker Ebrahim – Group FD shabanaa@mustek.co.za