Strategic objectives

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

Profitability

- Profits supported by sustainable cash flow.
- Deliver excellence in quality and service that exceed stakeholder expectations.

Focus 2026	Progress during 2026	Focus for 2027
Focus on the efficient execution of the secured order book.	Good results were reported by the Group with revenue increasing by 4.6% from R21.08 billion to R22.05 billion and operating profit increasing by 11.6% from R1.56 billion to R1.74 billion with an order book of R31.46 billion, up 11.6%.	• Focus on the successful execution of the secured order book.
• Procure high-margin work using selective tendering and implemented procedures to prevent over-trading. • Further diversification of our value offering and geographical footprint to limit exposure to any one type of customer. • Increase the private and international customer base. • Increase toll concessionaires' contracts.	• The year was marked by no over-trading and successful procurement of high-margin work due to a more selective tendering approach. • Tender activity has declined across SANRAL, municipalities and other parastatals. Tender activity from private customers, Provincial Government and international have increased by 41.9%, 33.5% and 23.5%, respectively, compared to the 2025 financial year.	• Continue to procure high-margin work using selective tendering and implemented procedures to prevent over-trading. • Diversify the Group's value offering and geographical footprint to limit exposure to any one type of customer. • Further increase our participation on contracts for the different toll concessionaires.
• Continue to build an investment case for the potential sale over the short to medium term of the investment properties. • Continue to monitor the housing market in the area for signs of demand growth which will allow for further rollout of new complexes in Woodwind Estate.	The investment properties Dulcian Manor (128 residential units) and Bassoon Park (150 residential units) are advancing towards maturity as stable, yield-generating investments and are expected to hold strong appeal for prospective purchasers.	• Build on our investment case for property development. • Startup of the marketing and building of the next phases in Woodwind Estate. • Continue with the marketing and building of the next phases in Newinbosch Estate.
Focus on executing the Lufhereng Integrated Urban Development project based on the additional budget allocated by the Government.	Multiple contractors are currently on site at Lufhereng 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 renewed focus by Government in the affordable housing sector.
Continue to focus on the remaining 15-year Beitbridge Border Post operation and maintenance contract project.	The maintenance contract project at the Beitbridge Border Post is ongoing and continues to provide a stable revenue stream.	Focus on the remaining 14-year Beitbridge Border Post operation and maintenance contract project.
Resumption of crushing operations in Mozambique during FY2026.	Operations resumed in FY2026.	Focus on the successful execution of the Mozambique crushing contract.

Focus 2026	Progress during 2026	Focus for 2027
• 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.	• 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 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.	• Continue to focus on community and stakeholder engagement, production monitoring and efficiencies at site level. • Maximise Group synergies through the collaboration of Group companies and the optimisation of internal opportunities.
Focus on initiatives to reduce costs and overheads in the Materials Handling and Mining Division.	The operating profit margin of the Materials Handling and Mining Division increased to a pleasing 10.8% from 0.1% in FY2025 due to major operational improvements and strong execution across key operations.	• Increase profitability by managing input costs. • Implement new technology to increase production and maximising cost reduction measures.
• 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.	• Successful completion of the N3 corridor in KZN. • High-quality asphalt continued to be supplied along the N2 corridor in KZN, with the project progressing well during the year. • Increased use of recycled asphalt across existing asphalt mixes and the implementation of warm mix technology.	• Not applicable.
• 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 coming to an end.	• The Rossway Sand plant was commissioned and upgraded during the year, with new products introduced to the existing customer base while also identifying and actively marketing to new potential markets. • The acquisition of Mowcop Silica Quarry introduced a high-potential niche market opportunity.	• Capitalise on sales opportunities presented by the newly commissioned Rossway Sand crushing and washing plant. • Secure bitumen supply for the Group while optimising stock and storage levels. • Focus on strategic acquisitions in areas where the life of mine of quarries is coming to an end.

Strategic objectives (continued)

Growth	
	• Consolidate our core market position. • Grow organically and through strategic acquisitions. • Ensure profitable growth and long-term value creation. • Unlock untapped synergies within the Group.

Focus 2026	Progress during 2026	Focus for 2027
• 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 Senqu River Bridge JV Project in Lesotho has reached completion. • The flagship Namdeb Project for Southern Coastal Mines has been consistent in its performance. The mining services contract has been extended to December 2028. • Completed the acquisition of Axis Minerals in Western Australia, expanding the Group's international footprint. • Finalised the acquisition of the Mowcop Silica mine, which has been successfully incorporated under Raumix Aggregates. • Completed the acquisition of Hlumisa Engineering Services which has been successfully incorporated under the Infrastructure Division.	• Investigate opportunities in new geographies in line with our diversification and growth strategy. • Stabilise operations in Western Australia. • Exploring opportunities in the industrial minerals space. • Strengthen Raubex Building Cape's resources and capacity to support continued growth in the Western Cape building market.
Prioritise the commissioning of the PGM plant at Kookfontein mine.	• The PGM plant at Kookfontein mine has been commissioned at the beginning of the second half of the year. • PGM production has exceeded expectations.	• Continue to further refine productions and chrome grade at the Kookfontein mine. • Focus on mine development at Naboom mine. • Potential disposal of a partial or full interest in Bauba Resources.
Continue with the rollout of the next phases of the Power Park Student Housing Project.	• The second phase of the Power Park Student Housing Project was completed during the year.	• Continue with the rollout of the next phases of the Power Park Student Housing Project units. • Focus on securing further phases at the Orlando Towers development.
Continue exploring opportunities to participate in the South African ERRP initiatives.	No significant projects were tendered for the year under review.	Exploring opportunities to participate in the South African ERRP initiative.
• Focus on the efficient execution of the Parliament building. • Continue to focus on the commercial building sector with potential opportunities in the retail and hospitality sector.	Construction on the Parliament building upgrade is making good progress.	• Focus on the efficient execution of the Parliament building project. • Focus on the commercial building sector with potential opportunities in the retail and hospitality sector.

Focus 2026	Progress during 2026	Focus for 2027
• Further investigate opportunities in the pit dewatering space at the mines in the Pilbara in Western Australia. • Continue to investigate further expansion to our service offering in the mining environment, water and telecommunication infrastructure in Western Australia. • Continue to focus on the brand establishment of Roadmac as a seal contractor in Western Australia.	• No significant tendering activity occurred for pit dewatering projects at Pilbara mines during the year under review. • We experienced a slowdown in the renewable energy sector in Western Australia. • Roadmac Australia continued to expand its market presence, delivering profitable projects.	• Further investigate opportunities in the pit dewatering space at the mines in the Pilbara. • Investigate further expansion to our service offering in the mining environment, water and telecommunication infrastructure. • Build capacity in the value offering of road surfacing construction. • Strengthen our road rehab capacity under Raubex Construction Australia.
Focus on: • the preservation of the Group Balance Sheet; • converting profits into cash; and • strategic capex spend.	• The Group's net asset value increased to R7.87 billion from R7.15 billion in the financial year. • Increased banking facilities (including guarantees and asset-based finance) on the back of the strong Balance Sheet of the Group.	Continue to focus on: • the preservation of the Group Balance Sheet; • converting profits into cash; and • strategic capex spend.
Continue to build on the optimisation and realisation of synergies between the Group's different business units.	• 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.	Strengthen and leverage synergies across all business units to maximise optimisation and value creation.

Tosas

Strategic objectives (continued)

Preferred supplier

- Preferred partner of choice associated with quality projects and service excellence.
- Strengthen stakeholder relationships.

Focus 2026	Progress during 2026	Focus for 2027
Maintain relationships with the client base in the affordable housing and commercial building sector and deliver a quality product.	• The affordable housing projects continue to progress positively as the property market is being stimulated by interest rate cuts. • Established solid new relationships with developers in the student housing markets.	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.	• Raubex Building Cape continues to execute well on the Newinbosch project. • Raudev has successfully completed their participation in the Voliere Development.	Further expansion in the Western Cape as a construction partner, focus on affordable housing and commercial building.
Continue to partner with strategic private developers.	Raubex Building was awarded the second and third phase of the Power Park Student Housing project, comprising 1 450 beds, with a contract value of R299.9 million.	Focus on being the partner of choice for developers in the housing, student accommodation and commercial building sector.
Continue to explore and promote Raubex Construction as a key partner in mining infrastructure development opportunities.	No tendering activity occurred in the mining infrastructure development during the year under review.	Explore and promote Raubex Construction as a key partner in mining infrastructure development 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.	The Aggeneys project has been completed during the year.	Focus on the strategic offering of infrastructure, and mining services in the Northern Cape area.
Maintain Level 1 B-BBEE rating on the Construction Sector Codes.	Maintained Level 1 B-BBEE rating on the Construction Sector Codes.	Maintain Level 1 B-BBEE rating on the Construction Sector Codes.
Maintain the required B-BBEE ownership level of the quarrying entities regulated by the Mining Charter III.	Maintained the required B-BBEE ownership level of the quarrying entities regulated by the Mining Charter III.	Maintain the required B-BBEE ownership level of the quarrying entities regulated by the Mining Charter III.

Alternative markets

Explore opportunities in niche markets, like marine, energy, rail, freight, logistics and transmission sectors.

Focus 2026	Progress during 2026	Focus for 2027
Continue focusing on negotiations with preferred bidders in the Eskom REIPPPP to secure future work.	Raubex Infra strategically shifted its focus toward the private renewables sector. This was supported by an increase in tender awards within the private sector during the year of 41.9%.	Continue focusing on the private renewables sector as well as negotiations with preferred bidders in the Eskom REIPPPP to secure future work.
• Focus on the efficient execution of the African Clean Energy Development (ACED) contracts. • Continue pursuing private renewable opportunities in the wind generation space. • Focus on the private Photo Voltaic sector.	• The Northern cluster wind energy project for ACED valued at R2.4 billion is progressing well. • The various Solar PV projects in the Northern Cape have been completed, with additional similar projects awarded during the year under review. • In final negotiations in securing Battery Energy Storage Systems (BESS) projects.	• Focus on the efficient completion and energising of the ACED wind projects. • Continue pursuing private renewable opportunities in the wind and Photo Voltaic sector. • Investigate the opportunities in niche markets, like marine, energy, rail, freight, logistics and transmission sectors.
Continue to increase market share in the renewable energy sector.	Westforce Construction successfully secured its fourth and fifth wind farm contracts during the year, further strengthening its position in the renewable energy sector.	Increase market share in the renewable energy sector.

Raubex Infrastructure

Strategic objectives (continued)

Technology	Promote innovation and agility: • Encourage a culture of continuous improvement, knowledge sharing and innovation, enabling Raubex to adapt rapidly to industry trends and emerging technologies. • Invest in Research and Development (R&D) in all business aspects, to enhance offerings.

Focus 2026	Progress during 2026	Focus for 2027
Continue to be at the forefront of new technologies and products and remain the leader/preferred supplier in the bitumen and asphalt industry.	• Tosas remained the preferred supplier of bitumen in the industry. • National Asphalt completed the implementation of automated workshop maintenance schedules and is rolling out service schedules across all plants to support preventative maintenance and operational efficiency. • National Asphalt implemented the Lastrada laboratory software for asphalt testing, with implementation and training currently in progress.	• Continue to be at the forefront of new technologies and products and remain the leader/preferred supplier in the bitumen and asphalt industry. • Promote a culture of innovation and agility. • Actively invest in R&D across all business aspects to enable rapid adaption to evolving industry trends and emerging technologies. • Roll out of the Raubex Digital Transformation: Business Intelligence, AI, and IT Governance Strategy.
Continue with the SANAS accreditation and Manual 35 product development.	All laboratories at National Asphalt were upgraded to perform manual 35 testing, with SANAS accreditation in progress.	Continue with the SANAS accreditation.

Public Private Partnerships ("PPP")	
	• Continue targeting PPP opportunities (including unsolicited bids). • Leverage our Balance Sheet. • Leverage our strong existing infrastructure expertise. • Build/increase capacity for PPP service offering.

Focus 2026	Progress during 2026	Focus for 2027
• 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 2025. • Focus on other cross-border opportunities in the optimisation of border posts in Africa.	• No new contracts were secured during the year due to the protracted process involved in finalising PPPs. • Raubex was awarded preferred bidder status for the Lebombo Border Post Project.	• Explore opportunities to selectively participate in PPP projects that meet the Group's required risk and reward profile. • Continue with the process to reach financial and commercial close on the Lebombo Border Post PPP. • Focus on other cross-border opportunities in the optimisation of border posts in Africa.

National Asphalt

Strategic objectives (continued)

Our people	Foster an inclusive and empowering culture: • Cultivate a diverse, inclusive workplace that attracts, retains, and develops top talent while empowering employees through training, development, and meaningful engagement.

Focus 2026	Progress during 2026	Focus for 2027
• Roll out the implementation of the talent management programme incorporating succession and retention planning. • Enhance performance review processes to the development needs of lower to middle management employees. • Expand Training Centre services. • Monitor the "I Am a Safety Leader Campaign" rollout and implementation.	• SAP Success Factors has been successfully implemented. The system is designed to support talent retention by enhancing employee engagement, career development, and performance management. • Upgrade of the existing training centre to establish the Raubex Academy. • E-learning opportunities were made available to employees through the LinkedIn Learning platform, supporting continuous professional development. • The implementation of the "I Am a Safety Leader" campaign was actively monitored during the year to ensure consistent adoption and reinforcement of the Group's safety standards and behaviours.	• Roll out and implement the remainder of SAP Success Factors modules. • Enhance performance review processes to determine the development needs of lower to middle management employees. • Operationalise the Training Centre (Raubex Academy) as the central platform for technical, leadership and cultural development, integrating apprenticeships, bursaries, accredited training and leadership programmes. • Monitor the "I Am a Safety Leader Campaign" implementation. • Formalise and roll out of the Group People and Culture Framework.
Continued implementation of the retention strategy to retain critical skills.	The Retention Scheme was renewed and expanded to additional participants for the three years starting 1 March 2026. There were no Retention Scheme awards made effective 1 March 2025.	• Implementation of the long-term incentive strategy for senior and middle management to retain critical skills, for the period 1 March 2026 to 28 February 2029. • Focus on employee wellbeing, including remuneration, learning and development, overall staff retention.
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.	• 1 January 2025 – The new Employment Equity Amendment Act came into operation following a Presidential proclamation published on 28 November 2024. • 15 April 2025 – The Minister of Employment and Labour published the new Employment Equity Regulations; the regulations took effect on the same day it was published. • All revised Employment Equity reports were completed and submitted ahead of the due date of 15 January 2026. • The Group was fully compliant for the year 2026.	Focus on pro-active compliance with the new Employment Equity Regulations.
Once the new targets are promulgated, new plans will be drafted to align with the new sector targets.	The Group made measured and reasonable progress in implementing its Employment Equity commitments, in line with the amended Employment Equity Act.	Focus on sustainable and measurable Employment Equity progress aligned with business performance and employee inclusion.

ESG/ Sustainability

- Continue implementing the comprehensive ESG strategy developed by the Group.
- Incorporate sustainability principles across all projects and operations by adopting environmentally responsible practices, improving resource efficiency, and integrating ESG considerations into decision-making, project delivery, and risk management.

Focus 2026	Progress during 2026	Focus for 2027
Monitor ESG targets and strategic KPIs.	• Reporting strengthened for IFRS S1 (governance, risk and controls). • Climate disclosures strengthened for IFRS S2 (risks/opportunities, metrics, scenarios). • ESG principles are integrated across all operations.	• Track and report quarterly ESG performance. • Implement an ESG dashboard and KPI suite.
• Complete Scope 3 disclosures under IFRS S2 to fully comply with IFRS S2 requirements. • Improve the Group's Standard & Poor's (S&P) Corporate Sustainability Assessment (CSA) disclosed; however, Scope 3 disclosure remains pending.	• Scope 3 emissions were calculated using supplier spend across all divisions. • Improved S&P CSA score.	• Refine Materials Division Scope 3 data reporting. • Improve S&P CSA rating.
Continue to monitor any changes in legislation relating to the B-BBEE scorecard and ensure compliance.	There were no significant changes in legislation during the year relating to B-BBEE.	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 has fulfilled its commitment to the VRP agreement and fully complied with the requirements and necessary reports submitted to the relevant stakeholders.	Monitor the progress and report on compliance in terms of the VRP agreement with Government.
The Group remains committed to the R15.0 million annual payment arrangement.	Payment has been made for FY2026. Two years remain on the settlement agreement.	The Group remains committed to the R15.0 million annual payment.


Senqu River Bridge