Alexander Forbes Group Holdings Limited

Integrated annual report

for the year ended 31 March 2026

Enter

:alexforbes

insight · advice · impact

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Report navigation

We use the following navigation icons throughout our report to show linkages to our stakeholders, strategic objectives, material matters and sustainable development contribution:

Our strategic objectives

- **S1** Extending leading positions across administration, retirement and health consulting and investments
- **S2** Transforming into the most inclusive financial advice firm in South Africa
- **S3** Having real-world impact through our sustainability intent
- **S4** Demonstrating a meaningful positive impact on the stakeholders we serve

Our key stakeholders groups

- Institutional clients
- Suppliers
- Corporate clients
- Business partners
- Individual customers
- Media
- Employees
- Investors
- Regulators
- Society and communities

Our material matters

- **M1** Enhanced client outcomes
- **M2** Regulatory compliance
- **M3** Impeccable governance and ethical conduct
- **M4** Digital trust and cybersecurity
- **M5** Human capital enablement
- **M6** Social and environmental performance
- **M7** Business and value chain

United Nations Sustainable Development Goals (UN SDGs) contribution

We have identified the following SDGs where our business activities can have the most positive impact and improve lives.

Direct impact



Indirect impact



Other icons

Navigation tools at the top right of each page and within the report

Main menu **Back**

Previous page **Next page**

Read more information online

Read more information in this report

This report is best viewed in Adobe Acrobat for desktop, mobile or tablet.

Click to download or update to the latest **Adobe Acrobat Reader**

Welcome to the 2026 Alexforbes integrated annual report



With Alexforbes, you are in the right place to reach your investment destination.

In January 2026, a young team from disadvantaged communities in Cape Town defied the odds to win the Cape2Rio 2025 yacht race, widely regarded as one of the southern hemisphere's toughest ocean events. Sailing the Alexforbes Angel Wings, a 39-foot Oyster Lightwave yacht, they suffered a broken boom en route to their destination in Rio de Janeiro. This would have been a catastrophic setback but the resilience, grit and skill of the sailors propelled them onwards and they ultimately won the race. Their 3 300-nautical-mile transatlantic journey is the stuff of legends: a story where disciplined preparation, determination, clear goals and sound judgement combined to turn the impossible into the possible.

Alexforbes partnered with the Royal Cape Yacht Club's Sailing Academy to sponsor the Alexforbes Angel Wings team. True to our philosophy of connecting possibility to potential, we are proud to back initiatives that broaden access, build capability and create lasting impact across South Africa and beyond.

About this report

Scope and boundary

The 2026 integrated annual report (IAR or the report) of Alexander Forbes Group Holdings Limited (Alexforbes or the group) is our primary communication to our stakeholders for the period 1 April 2025 to 31 March 2026 (2026). Material events that occurred after the reporting period and up to board approval of the IAR on 24 July 2026 are also included.

We report on our performance over the past financial year, our value-creation story, the progress we made against our strategic objectives and our prospects for the year ahead. We also provide information on our operating context, material matters, risks, opportunities, governance and sustainability.

We apply principles of stakeholder inclusivity, sustainability, materiality and completeness when assessing what information to include in the IAR.

Materiality

This report was prepared on the basis of materiality, as outlined in the guiding principles of the Integrated Reporting Framework, 2021 (<IR> Framework). The material matters are informed by the legitimate priorities and concerns of our stakeholders, trends and key developments in our external operating environment, board considerations, the group's strategic objectives and our risk landscape.

In 2026, the group completed the initial phase of a double materiality assessment (DMA). The outcomes remain broadly consistent with the group's 2025 material matters with no significant shifts in the overall materiality profile. Core environmental, social and governance (ESG) topics remain material across both periods.

The DMA outcomes will be used during the 2027 financial year to refine the organisational strategy, further develop risk management policies and practices and inform other related initiatives. Integration of the DMA outcomes will begin during the year ahead in a phased manner.

Read about **Our material matters** from pages 43 to 47.

Read about the **DMA** from page 29 of the **Sustainability report 2026**.

Reporting frameworks and assurance

The preparation of this report was informed by local and international requirements. These include:

- <IR> Framework
- King V Report on Corporate Governance™ for South Africa, 2025 (King V)*
- Companies Act 71 of 2008, as amended (Companies Act)
- JSE Listings Requirements
- JSE Sustainability and Climate Disclosure Guidance
- UN SDGs

We aim to strengthen our reporting through continuous improvements in disclosure, alignment with relevant reporting frameworks and benchmarking according to best practice in our efforts to improve the transparency and accuracy of our reporting. Our material matters were aligned with the revised DMA and approved by the board. Our stakeholder groups were reviewed as part of the DMA process and revised.

The outcomes of the DMA informed the scope and content of our second sustainability report and they support the group's alignment with voluntary and mandatory sustainability frameworks and guidance, further enhancing our reporting on ESG disclosures. Certain information was extracted from the sustainability report for the IAR.

Alexforbes elected to early adopt King V following its publication on 31 October 2025, ahead of its effective date for financial years commencing on or after 1 January 2026. To support implementation, the group conducted a detailed gap assessment of its governance practices against the King V principles and recommended practices. Areas where practices were not yet fully aligned have been disclosed in accordance with the King V disclosure framework. The group is in the process of implementing targeted enhancements to organisational strategy, risk management practices, policies and related governance processes to address the limited gaps identified. Our King V disclosures have been prepared in accordance with the prescribed King V disclosure framework.

Read our **King V disclosure framework** on our website.

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The board and executive management review and approve the reporting suite and are comfortable that external assurance on the accuracy of non-financial information is not necessary at present. Various components of the report were reviewed and internally assured by our second and third lines of defence.

Our broad-based black economic empowerment (B-BBEE) rating was independently verified by AQRate Verification Services Proprietary Limited. Any disclosures on B-BBEE information apply only to our South African operations.

Our annual financial statements were audited by Deloitte & Touche South Africa (Deloitte) who expressed an unmodified opinion on them.

For a full understanding of the nature of the information that was audited, refer to the **auditor's report** and the **audited annual financial statements** on our website.

Our reporting suite

Our IAR is supplemented by a suite of online publications and information to meet the information requirements of our stakeholders. We encourage readers to explore the full reporting suite for comprehensive insights into our performance and value creation.

The reports are available on our website: **investors.alexforbes.com/integrated-report/** and on email request to: **investorrelations@alexforbes.com**



Integrated annual report 2026



Annual financial statements 2026



Sustainability report 2026



Notice of annual general meeting and summarised annual financial statements 2026



King V disclosure framework



Online investor site

Board assurance and approval

The board confirms that the group continues to comply with the primary legislation governing its establishment and operation. This includes the:

- Companies Act
- Insurance Act 18 of 2017
- JSE Listings Requirements
- group's memorandum of incorporation

In addition, our attestation is informed by the:

- annual compliance review performed by the chief governance, risk and compliance (GRC) officer
- chief executive officer (CEO) and chief financial officer (CFO) attestations
- external audit of the annual financial statements by Deloitte
- ongoing second line and third line of defence assurance activities

In the board's opinion, this report provides a fair and balanced account of the group's performance on the material matters we have assessed as having a bearing on our capacity to create and sustain value. We believe this report has been prepared in accordance with the <IR> Framework and we undertake to oversee continuous improvement in the maturity of our integrated reporting over time.

The report was approved by the board of directors on 24 July 2026 and signed on its behalf by:

Kuseni Dlamini
Chair

Dawie de Villiers
Group CEO

Feedback

We welcome our stakeholders' feedback on this report and other general matters. Kindly email your comments to investorrelations@alexforbes.com

Forward-looking statements

This report contains certain unaudited forward-looking statements and targets. These, by their nature, involve risk and uncertainty as they relate to future events and may be influenced by factors outside the group's control. There are various factors that could cause actual results to differ materially from those expressed or implied by these forward-looking statements. We cannot guarantee that any forward-looking statements will materialise and, accordingly, readers are cautioned not to place undue reliance on any forward-looking statements. Alexforbes disclaims any intention and assumes no responsibility or obligation to update or revise any forward-looking statements, even if new information becomes available due to future events or for any other reason, other than meeting the JSE Listings Requirements.



About Alexforbes

Who we are
Our differentiators
What we do
Investment destination
2026 performance at a glance

When capital carries intent, responsibility and expectation, where it is invested matters. Alexforbes is committed to being the right place for our clients to begin, to grow and to arrive.

Two-thirds of the way into the race, Alexforbes Angel Wings had built an impressive 25-hour lead and was days away from a strong finish. Mid-Atlantic, the team faced a major setback when their boom broke during a sailing manoeuvre. The failure of such a critical component of the vessel's rig would typically be a significant handicap in an ocean race. Instead, in an extraordinary show of leadership, seamanship and discipline, the crew adapted to their circumstances, continued their journey to their destination and even extended their lead by several hours, arriving ahead of their targeted finishing time.

Who we are

Alexforbes is a leading diversified financial services company that provides a range of employee benefits, retirement, health and sustainability consulting, investment and wealth management solutions to corporate clients, financial advisers and individual customers.

We deliver impactful services and solutions underpinned by our integrated advice-led approach. Our reputation has been built over 90 years through an in-depth understanding of retirement, health and investment dynamics and delivery of best advice to clients. We win the trust and confidence of our clients by ensuring that their lives are positively impacted by our service now and into the future.

Always moving forward, we are transforming into a member-oriented financial services provider sharing knowledge with and providing best advice to retirement funds and their members. By responding to changing consumer needs and leveraging regulatory change as a competitive advantage, we are improving financial and retirement outcomes for our clients and members and enhancing our impact on society.

As the group's principal geographic focus, South Africa generates

91% of revenue.

We also have business operations in Botswana, the Channel Islands and Namibia and a representative office in Nigeria.

Our **3 091*** **motivated and high-performing employees** support our vision, purpose and strategy by driving innovation and service excellence.

* *Total includes TSA Administration employees.*

Our vision

Transform every client's financial journey in reaching their **investment destination** through inclusive advice and solutions, intelligent technology and **unrivalled service excellence**

Our purpose

We pioneer insight to deliver advice and solutions that impact people's lives

Our values

Our values are the **beliefs we live by.** They guide our **relationships, actions** and **behaviours.**

Integrity

We act with integrity. We are truthful, ethical and transparent.

Care

We care for one another, our clients, our communities and the environment.

Customer first

We are committed to consistently delivering excellent customer service, advice and solutions to build deep trust and loyalty with our customers.

Leadership

We all have leadership qualities and aim to drive growth in ourselves, in others and in our business. We lead by example.

We are recognised

Raging Bull Awards 2026
- **South African Manager of the Year**
- Best South African interest-bearing fund on a risk-adjusted basis

Association of Black Securities and Investment Professionals
Best asset consultant and multimanager

2025 Africa Global Fund Service Providers Awards
Best investment survey provider for seven consecutive years

Best investment administrator: pension funds

PMR Africa
Diamond Award South Africa
Pension fund administrators and consultants for 18 consecutive years

Diamond Award Namibia
- Pension fund administrator
- Employee benefits administrators and consultants
- Consulting and actuarial firm

Diamond Award Botswana
- Pension fund administrator
- Consulting and actuarial firm

Top Employer 2026
Botswana, Namibia and South Africa for four consecutive years

Sunday Times Top 100 Companies 2025
Alexforbes placed 22nd

EBnet Evolutionary Awards 2025
Improving individual and member outcomes

Employee benefits and advice

Chartered Institute of Customer Management
Service Excellence Award Botswana
Pension fund administration

Axco Global Insurance Award 2025
Best newcomer: mutinational consulting

IPM Excellence Awards 2025
- Diversity, equity and inclusive excellence
- Human resources leader of the year

Our differentiators

Extensive scope and scale

#1
award-winning investments multimanager
in South Africa with
>R733 billion
in total assets[1]

One of South Africa's **largest retail independent financial adviser (IFA) firms** with
315
advisers and over **R131 billion**
in assets under advice[2]

Decades of proven strength and expertise
in core activities

We are the largest employee benefits advisory business in Africa

#1
retirement fund administrator
in South Africa
serving over
1.3 million
members[3]

Our consulting platform reaches across Africa

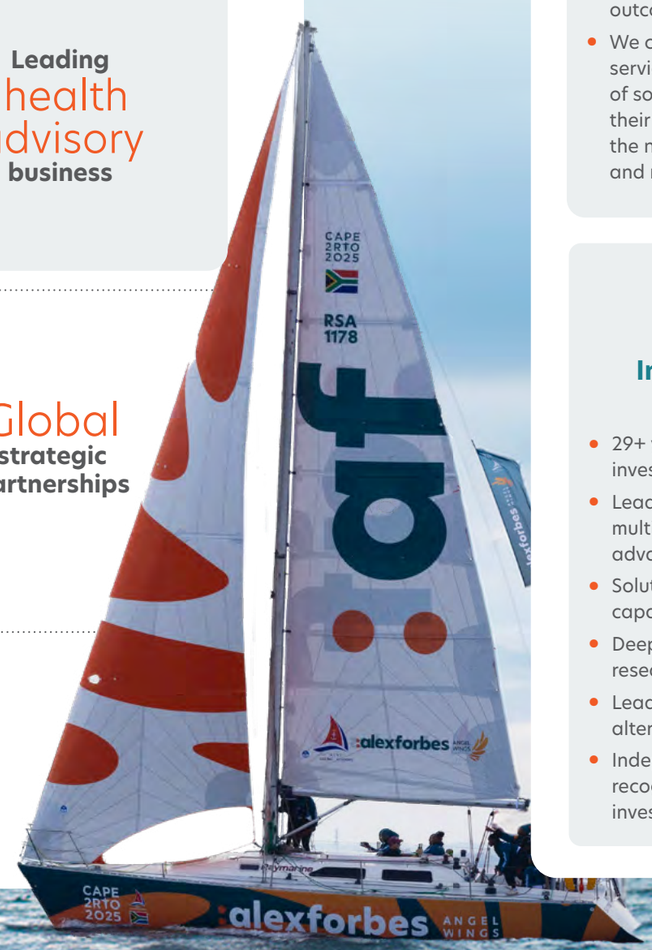
Service provider to 5 000+ corporates including 80% of JSE top 100 companies

Leading health advisory business

Global strategic partnerships

Holistic solutions
spanning retirement, health, sustainability, wealth and investments

1 *Closing total assets under management and assets under advice as at 31 March 2026.*
2 *As at 31 March 2026.*
3 *Includes standalone and umbrella fund active member records.*



What sets us apart

Independent and advice-led
- Our advice-led approach is our key differentiator
- Our market-leading independent advice optimises client and retirement fund member outcomes
- We can objectively switch service providers in or out of solutions based on their ability to best serve the needs of our clients and members

Client-centric approach
- Insight-driven consulting for employer groups
- Member-focused strategy tailors services to individual needs
- Proactive engagement promotes informed financial decisions
- Insightful, innovative solutions and personalised advice for improved long-term outcomes

Financial strength
- Capital-light business model
- Dividend cover: 1.0 to 1.5 times
- Robust balance sheet supported by strong cash generation
- Low level of gearing
- Predictable revenue base and cash-generative business
- Strong profit-to-cash conversion

Investments expertise
- 29+ years of trusted investment experience
- Leading South African multimanager with scale advantages
- Solutions-led investment capability
- Deep local and offshore research
- Leading investor in alternative assets
- Independently recognised, consistent investment performance

Thought leadership
- Leadership in responsible investing and shaping the future of retirement fund management
- Industry-shaping research and guidance to assist our clients adapt to legislative changes
- Sustainability and impact-focused insights, practical advice and solutions through Alexforbes Impact Advisory

Leveraging technology
- Optimising technology and increasing automation for improved client experience and efficiency
- Leveraging data insights for better decision-making
- Convenient digital engagement channels to meet evolving member needs
- Differentiated technology solutions

What we do

We provide integrated, advice-led financial solutions that empower individuals and institutions to reach their investment destination. Our business is structured to deliver value across distinct but complementary lines of business focused on enabling better outcomes for our clients. Our new group structure enables us to fully realise our vision to transform each client's financial journey through inclusive advice, intelligent technology and impactful solutions.

Our businesses

Corporate

We partner with retirement funds, employers and consultants to deliver institutional impact by designing and implementing employee benefit solutions that support workforce well-being and productivity.

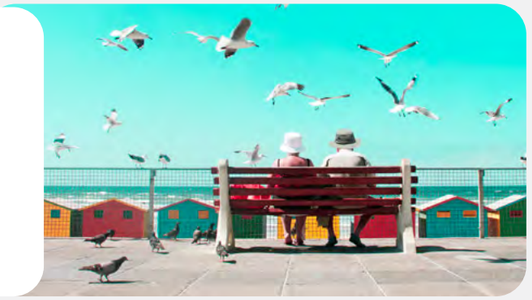
We provide sustainability advice and solutions to corporates and retirement funds, including access to educational resources that promote responsible investing.

Our offering includes:

Retirements
- Retirement fund benefits consulting services
- Retirement fund actuarial consulting
- Umbrella fund solutions
- Beneficiary fund administration
- Retirement benefits counselling
- Group risk administration services

Health
- Health consulting
- Actuarial services
- Health management solutions
- Absenteeism, incapacity and disability reporting, management and consulting

Impact advisory
- Retirement fund and corporate sustainability consulting and advisory
- Sustainability integration
- Impact measurement, monitoring, reporting and independent grading against the SDGs
- Impact grading as due diligence filter for capital allocations
- Sustainability-focused education for retirement funds and corporate clients



Retail

We offer vertically integrated retail advice and investment solutions, including financial planning, advice, retirement benefit counselling and member education. Our goal is to enable wealth accumulation by making financial advice and investing more personal, accessible and empowering for individuals and their advisers whether from Alexforbes or our independent financial adviser (IFA) partners.

- Financial advice, wealth management, retirement planning, risk and estate planning
- Retirement benefits counselling and member education

- Investment solutions for individual customers
- Services to retail IFAs including our discretionary fund management (DFM) capability
- Automated advice and digital enablement of investment management



Investments

Our investment platform enables wealth creation through best advice and multimanaged investments, administration and consulting services. Our multimanaged and bespoke investment strategies are tailored to meet the needs of institutional and retail clients. With over R733 billion in assets under management and administration, we are South Africa's largest multimanager consistently delivering top-quartile performance.

- Investment consulting, including investments advisory, investments actuarial and report-backs to clients and advisers
- Portfolio construction, manager research and advice

- Investment solutions for institutional clients, independent financial advisers and individual investors
- Full range of solutions across private markets and hedge funds
- Investment management administration
- Environmental, social and governance (ESG) integrated investment strategies



Growth Markets

We extend the reach of our advice-led solutions to institutional and retail clients beyond South Africa. We provide retirement administration and consulting services, actuarial consulting, investment advisory and investment management services, and individual and wealth consulting services through our offices in Botswana, Channel Islands and Jersey, Namibia and Nigeria. We support multinational clients with tailored employee benefit solutions (pension, life, health, actuarial, investments, mobility and benefits expertise).

Botswana and Namibia
- Retirement fund consulting
- Actuarial consulting
- Asset and investment consulting
- Standalone and umbrella retirement fund administration

Channel Islands
- Employee benefits consulting
- Retirement, investment, health and risk solutions to corporate and individual clients

Nigeria
- Actuarial consulting office

Multinational solutions
- Differentiator for multinational clients delivering employee benefits consulting and solutions and retirement, investment, actuarial, health and risk solutions to clients throughout Africa



Investment destination

Every investment carries intent, responsibility and real expectation. Behind every rand is a future being shaped whether for members of employer-sponsored retirement funds, advised clients or individuals investing directly. At Alexforbes, we recognise that investment success is not only measured at a point in time but by confidence in where capital is entrusted and how it is managed over time.

That is why we are deliberately building Alexforbes as an investment destination.



An investment destination is earned, not declared. It is built through consistent decision-making, disciplined investing and the credibility that comes from doing the right things repeatedly over time. It is a place where asset owners, advisers and individual investors have confidence that capital is managed with care, expertise and accountability and where outcomes are actively shaped rather than left to chance.

Independent recognition, including our Raging Bull Award, reinforces this discipline and consistency. Such recognition does not define an investment destination but provides external validation of standards already embedded in our investment capability.

Our focus is on becoming easier to choose and more enduring once chosen. This means simplifying access to appropriate solutions, reducing unnecessary complexity and showing up consistently with insight, performance and governance that clients can rely on. It also requires clarity on who we serve and how we create value across institutional mandates, advised clients and individual investors at different stages of capital growth and preservation.

Building an investment destination is a long-term commitment. It requires coherence across our propositions, consistency in how we operate and communicate and alignment across the organisation. Over the past year, we have continued to embed this approach across our investment capability and client engagement, reinforcing Alexforbes as a credible and trusted place for investment decision-making.

When capital carries meaning, where it is invested matters. Alexforbes is committed to being the right place to begin, to grow and to arrive.

29+
years experience

>R733 billion
assets under management and administration

MERCER
A MARSH BUSINESS
Global
strategic partner

21+
years of ESG integration

Level 1
B-BBEE

2026 performance at a glance

Alexforbes delivered robust growth for the twelve months to 31 March 2026, continuing the trend of consistent strategy implementation and performance.

Operating income up 10% to
R4 848 million

Normalised profit from operations[1] up 22% to
R1 027 million

Closing assets[2] up 22% to
R733 billion

B-BBEE
Level 1
rating maintained

Headline earnings per share from total operations down 5% to
67 cents

Normalised headline earnings per share
69 cents

Total active members under administration (retirements)[3] exceeds
1.3 million

Cash flow from operations[4] remains strong at
R1 472 million

Final dividend per share maintained at
33 cents

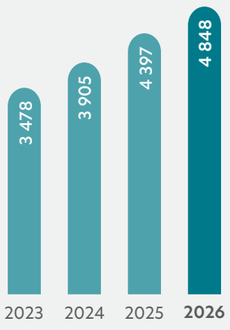
Total dividend per share up 4% to
57 cents

Return on equity (normalised)[5]
21.2%

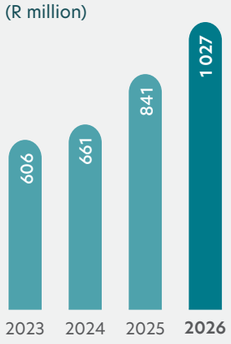
Sound capital position with a regulatory surplus of
R1 191 million
(2.2 times cover)



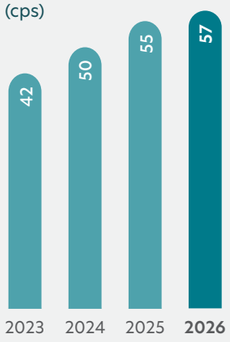
Operating income
(R million)



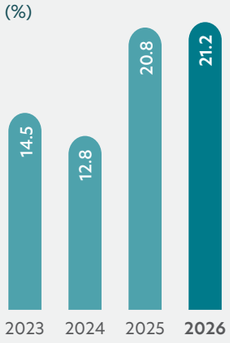
Normalised profit from operations
(R million)



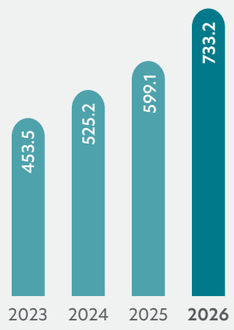
Total annual dividend per share
(cps)



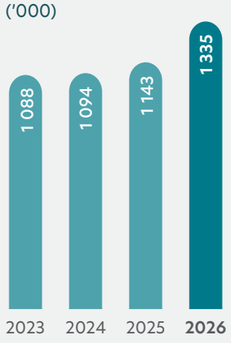
Return on equity (normalised)
(%)



Closing total assets
(R billion)



Total active members under administration (retirements)
('000)



1 Normalised profit from operations before non-trading and capital items (excluding IFRS 16 lease adjustment).
2 Total assets include assets under administration and assets under management.
3 Includes standalone and umbrella fund member records.
4 Cash flow generated from continuing operations.
5 Return on equity (normalised) is based on last twelve months (LTM).



Leadership perspectives

Message from the chair
Message from the CEO

An investment destination is built through consistent decision-making, disciplined and responsible investing and the credibility that comes from doing the right things repeatedly over time.

The Royal Cape Yacht Club Sailing Academy impacts the lives of hundreds of youth from communities in Cape Town, equipping them with sailing skills and technical expertise, teaching the value of teamwork and helping them gain essential life skills. Led by 33-year-old skipper Sibusiso Sizatu, the Alexforbes Angel Wings team trained for almost two years, knowing that risk and safety management, equipment readiness, boat preparation and teamwork would underpin their competitiveness on unpredictable open seas. After the boom broke, the crew prioritised their safety and stabilised the yacht before securing the damaged boom below deck. Sibusiso carefully considered their options and then motivated the crew to overcome their disappointment and keep racing, which culminated in their historic victory.

Message from the chair



Kuseni Dlamini
Board chair

Delivering robust growth by remaining true to our vision and purpose

Alexforbes demonstrated strength in 2026, growing its assets under management and administration to over R733 billion, confirming the effectiveness of its strategy and earning trust and confidence among new and existing clients and customers.

Our 90-year history demonstrates that sustainability is in our DNA. Our deeply embedded qualities of resilience and innovative change in response to shifts in our operating environment underpin our business success. Our advice-led approach and investment excellence offer security to our clients and customers during turbulent times.

We will continue to use our knowledge and influence to build trust and serve the interests of our stakeholders and the industries and economies that sustain our operations.

A volatile and uncertain global environment

Global trade and geopolitical tensions and conflicts intensified during our 2026 financial year and the shift to a multipolar world gained further momentum. Despite the uncertainty and volatility associated with major global events, economic growth held up well, supported by easier financing conditions, front-loading demand ahead of anticipated higher tariffs and robust investment growth in the United States (US). Inflation edged downwards and interest rates drifted towards a gradual easing cycle. However, global trends remain fragile in a world beset by persistent, rapidly unfolding geopolitical and economic risks.

Fragile green shoots in South Africa

The 2025 calendar year was relatively positive for South Africa. Gross domestic product (GDP) grew to a modest 1.1%*, nudged up by a combination of growth in some sectors, structural reforms in energy and freight logistics and robust household consumption. In other promising developments, South Africa was removed from the Financial Action Task Force grey list, S&P lifted the country's sovereign credit rating following an improvement in the fiscal outlook and the US approved an extension of the African Growth and Opportunity trade agreement to 31 December 2026. Despite the political tensions among Government of National Unity (GNU) partners earlier in the year, the GNU's net positive influence reflects the maturing of our democracy.

In volatile markets, global equities delivered strong returns, rising by 20.6% in US dollar terms over the financial year with emerging markets outperforming developed markets. In currency markets, the US dollar weakened by 4.1% against major currencies and precious metals prices surged on safe-haven demand. South African assets delivered stellar returns for the year. Equities rose by 33.6%, nominal bonds delivered a 19.2% return and the rand strengthened by 8.2% over the financial year.

Against the backdrop of volatility and shifting global dynamics, the ability to respond with insight and discipline became increasingly critical – reinforcing the role of advice in shaping long-term outcomes.

* *Statistics South Africa.*

Forces shaping the retirement fund industry

Regulatory reform, economic pressure and the need for greater inclusivity are driving profound transformation of the South African retirement industry.

The primary force currently shaping the industry is the two-pot retirement system introduced in September 2024 to balance immediate financial needs with long-term savings. The two-pot system supports compulsory preservation by ensuring that the bulk of retirement funds stay invested until retirement to improve long-term financial outcomes.

Allied to this progressive reform, South Africa's 2026/2027 National Budget promotes savings by significantly boosting tax-efficient investment limits and providing inflation-linked tax relief. Measures to increase the annual tax-free savings contribution cap and raise the annual retirement fund deduction limit are designed to encourage long-term financial planning.

By urging direct engagement between retirement funds and retirement fund members, regulatory reform has opened up the opportunity for the industry to provide advice and investment services directly to individual members who are retiring or wanting to invest discretionary funds. This opportunity is facilitated by technology advances that enable companies like Alexforbes to communicate, educate and process claims more efficiently at scale. In this context, regulators are strengthening ethical conduct and data management requirements to safeguard operational resilience in the financial services industry and protect the integrity of company and customer data.

Another force shaping the industry is the increased integration of ESG into business strategy and operations. There is growing awareness of the need to apply ESG principles to the management of risks, such as climate change, which could erode long-term savings. As a South Africa-based business, Alexforbes has established the Infrastructure Impact Fund of Funds that aims to respond to growing interest in infrastructure investments following National Treasury's approval of South African retirement funds investing up to 45% in infrastructure. The fund combines the opportunity of good investment returns with contribution to economic growth and transformation.

Our operating context on page 33.

Progress against our strategy from page 59.

Demonstrating effective strategy implementation

We have benefited from favourable regulatory reform and strong investment markets of late but it is our strategic response to these opportunities that has afforded us greater competitive advantage.

The board exercises strategic oversight by setting and reviewing the group's strategy. We engage in robust debate with the executive team during routine strategy reviews and offer strategic guidance where necessary. The group's strong performance across several financial and non-financial dimensions in 2026 is a consequence of consistent execution of a strategy implemented to future-proof Alexforbes. It also reflects our understanding of how to create value for our stakeholders.

Ensuring effective leadership

As Alexforbes grows and evolves, we monitor our leadership capacity to ensure that it remains capable of providing effective oversight and strategic direction. During 2026 we clarified our current and future skills and experience requirements and addressed capability gaps.

The board is satisfied that Alexforbes' executive leadership team is stable and effective with the necessary expertise and experience to execute the group's strategy in the years ahead. We engage regularly with the remuneration committee (remco) to enhance executive succession planning and talent management to ensure that the leadership pipeline is aligned with the group's organisational requirements and strategic objectives.

Governance report on page 82.

Remuneration report from pages 120 to 153.

Creating value for stakeholders

As a South African company, Alexforbes has a vested interest in a thriving domestic economy with a competent government, properly functioning institutions and a society capable of addressing high levels of poverty and unemployment.

We have a proud history of using our influence and industry knowledge for the good of the financial services industry and South Africa. We shape regulatory reform and maintain constructive relationships with public and private sector decision-makers to advocate for investment and economic growth, and contribute to the advancement and quality of sustainability reporting. Our stakeholder engagement is proactive, inclusive and consultative, recognising the important role of our stakeholders in fulfilling our vision and implementing our strategy.

Enhanced client outcomes

The financial services industry relies on trust-based relationships with clients to succeed. Fair treatment of clients and sound financial outcomes build trust and are material contributors to our success. Alexforbes knows that good financial advice and financial literacy have a demonstrably positive effect on people's lives and can help them make impactful decisions.

Financial advice is the silver bullet that improves retirement outcomes but too few members receive high-quality advice and the industry is structured to deliver advice only to the wealthy. At Alexforbes, we have leveraged our adviser scale and digital capabilities to offer financial advice to every member irrespective of income or wealth status. In doing so, we have become South Africa's most inclusive financial adviser reaching previously unserved or underserved segments of our members. We have also transformed our adviser force to better reflect our client base, with 69% of our advisers classified as black[1], 48% as African[2] and 44% as female, representing one of South Africa's most diverse sets of financial advisers.

Human capital enablement

Our employees are the face of our brand and central to our success. As a group, Alexforbes celebrates engaged people who are committed to high performance and have a winning mindset. Our human capital strategy supports the business strategy and motivates employees to realise our purpose of pioneering insight to deliver advice and solutions that positively impact lives. The group provides ongoing learning, development and career progression and we take care of the health, safety and well-being of our employees. Employee diversity and inclusion are inherent to our strategy and add value to our decision-making and stakeholder engagement.

Demonstrating a meaningful positive impact on our stakeholders

As a responsible corporate citizen, Alexforbes is committed to being a positive and powerful force for good. We mobilise our resources to sustain our own business, while leveraging our research capability to provide sustainability advice and training for retirement funds and corporate clients. Our impact solutions include the Retirement Fund of the Future™ framework that sets the industry standard for a future-fit retirement fund capable of delivering positive outcomes sustainably.

We regard transformation as a strategic priority, rather than a compliance obligation. Alexforbes has maintained a Level 1 B-BBEE rating for six consecutive years, demonstrating our commitment to creating impactful and sustainable opportunities in partnership with our stakeholders.

As South Africa's largest investment multimanager, we incorporate ESG and impact considerations into our investment practices, recognising that responsible investing supports long-term resilience and sustainable returns. Beyond our focus on internal transformation, our investments business drives positive change in South Africa's asset management industry through the application of its transformation efforts. These go beyond compliance with B-BBEE regulations, aiming to foster diversity and ensure the industry's long-term sustainability. We have seen progressive improvements in our own business, with the majority of asset managers in our portfolios demonstrating significant strides in diversity and broad-based representation.

Our commitment is backed by governance, operational and reporting structures that oversee and implement the group's sustainability strategy.

Creating value through impeccable governance and ethical conduct

As a publicly listed company, Alexforbes complies with relevant governance standards, ensuring ethical and effective board oversight and competence, transparency and reporting on matters of material interest to stakeholders.

As a financial services business that provides financial advice and is the custodian of over one million clients' retirement funds and investments, the group upholds the highest standards of regulatory compliance and ethical conduct. With two strategic shareholders that hold significant stakes in Alexforbes, we are ever mindful of the need to protect the interests of our minority shareholders.

The board monitors developments in global reporting standards and oversees continuous improvements in our financial and non-financial disclosures. We oversaw and approved two key developments during 2026:

- The completion of the first phase of a DMA as the foundation for identifying material sustainability-related risks, opportunities and significant impacts. Our material matters were aligned with the revised DMA and our stakeholders were reviewed and revised as part of the process. The group will continue to integrate and enhance the DMA outcomes during the years ahead.
- We decided to early adopt King V in respect of this reporting period, even though it applies to financial years beginning on or after 1 January 2026. The board's opinion on the value realised for the business through the application of King V and the approval thereof are included in the King V disclosure framework.

Sustainability report 2026, from page 29.

King V disclosure framework.

Governance report from page 82.

Acknowledgement

I would like to commend the performance of our executive management and leadership teams ably led by Dawie de Villiers. The enduring strength and resilience of Alexforbes is evidence of their commitment and disciplined strategy implementation.

Alexforbes employees are our everyday interface with clients, customers and society at large. On behalf of the board, I thank each of our employees for their role in sustaining the success of our business in complex operating environments.

I thank our clients and customers, our suppliers and our other business partners for continuing to support us and letting us know when we need to do better.

Finally, I thank my colleagues on the board for their commitment and support in maintaining sound governance and leading ethically. In accordance with the nomination right of Alexforbes's strategic shareholder, African Rainbow Capital (ARC), Refiloe Nkadimeng resigned during the year. We thank Refiloe for her contributions to the board, the social, ethics and transformation committee (setco) and the Alexander Forbes Community Trust. We welcome Trurman Zuma who was nominated by ARC to replace Refiloe and look forward to his contributions to our common purpose of ensuring a sustainable future for Alexforbes.

Outlook

A positive outlook for 2027, supported by falling inflation and interest rates, was upended by the Middle East war. The blockade of the Strait of Hormuz in the Persian Gulf impacted about 20% of oil supply as well as other key commodities such as gas, fertilisers and helium used in the production of semiconductors.

This oil market supply shock tested the global economy's resilience with major central banks opting to keep interest rates unchanged in March as they assessed the impact on growth and inflation. The International Monetary Fund indicates that global growth could moderate to 3.0% in 2026 (2025: 3.4%) under a contained scenario but risks of a more pronounced slowdown remain should disruptions persist. If disruptions exceed two quarters or critical energy infrastructure suffers sustained damage, growth could slow further, increasing the risk of a recession. Financial markets have largely priced out interest rate cuts and now anticipate an increase in interest rates in some markets.

Locally, the South African Reserve Bank revised its 2026 headline inflation forecast from 3.3% to 4.4% and now expects inflation to approach 4.9% in the third quarter of 2026, largely driven by fuel price increases. A protracted disruption would require higher interest rates to keep inflation on target. South Africa's modest recovery remains vulnerable to external shocks and domestic policy uncertainty.

Even in a volatile and unpredictable operating environment, the year ahead offers opportunities for Alexforbes to build on the positive momentum it has gained in recent years. Our primary focus will be on our clients and customers maintaining and improving the consistency and excellence of our service and solutions and strengthening our brand as an impactful investment destination.

The board will maintain its focus on effective strategy implementation, ethical leadership and regulatory changes that influence Alexforbes. We will continue to oversee investments in, and responsible adoption of, disruptive, innovative and emerging technologies. A key focus will be on integrating the DMA outcomes and embedding King V.

Outlook: **Message from the CEO** on pages 29 and 30.

Key focus areas for 2027: Governance report on page 94.

1 *Black people as defined in the B-BBEE Act 53 of 2003, as amended by Act 46 of 2013.*
2 *African people as defined in the B-BBEE Act 53 of 2003, as amended by Act 46 of 2013.*

Message from the CEO



Dawie de Villiers
Group CEO

Our deep roots and client-oriented strategy support impactful client outcomes

From a strong core, Alexforbes delivered excellent financial results as we consistently implemented our growth strategy and capitalised on opportunities in our operating environment.

Strong investment performance buoyed by supportive markets, new business activity in our institutional segment and a third consecutive year of record growth in retail assets drove revenue growth. Our investment, retail and consulting operations all leveraged the Alexforbes brand and strategy to differentiate their service and secure new clients in fiercely competitive markets.

For over 90 years, Alexforbes has played a significant role in supporting the advice, investment and retirement planning needs of our clients. Now, through our advice-led expertise and digital transformation, we make the superpower of financial advice available to over 1.3 million members in our retirement fund base: helping them to invest, plan and reach their investment destination.

We are delighted that our role in transforming financial journeys was officially recognised with the naming of Alexforbes Investments as South African Manager of the Year at the 2025 Raging Bull Awards.

Performance overview

The South African environment contributed to a strong performance for the group. More importantly, we were able to deliver measurable benefits to our clients.

Operating income increased by 10% year on year, a commendable achievement in a mature low-growth industry. This was primarily due to higher average assets under management that benefited from positive investment returns, inflationary increases within our retirements client base, high client retention and strong new business flows in both the investments and retail business units.

Net new business wins were a key differentiator in competitive markets as our retirement consulting, investment and retail operations retained clients and secured new business. Investments recorded exceptional new business of R46.7 billion with platform assets driving materially higher net inflows and retail new business growing 39% to R36.5 billion. Our corporate business reported annualised revenue of R100 million in new business.

A highlight was the achievement of 22% growth in normalised operating profits backed by strong revenue growth and sound cost management.

We declared a final dividend of 33 cents per share, bringing the total dividend for the year to 57 cents per share, up 4% year-on-year.

Our financial performance follows several years of disciplined execution, consistent revenue growth and sustained profit to cash conversion, validating our strategy, demonstrating our appeal as an investment destination and maintaining our track record of good shareholder returns.

A key development during the year was the implementation of our new operating model, which I believe marks an inflection point in our journey. The new group structure decentralises our core business units, positioning them to capture growth opportunities across their market segments and strengthening the link between performance and reward. The benefits of heightened competitiveness are evident in each of these operations and there is greater accountability for strategy implementation and cost management.

In a rapidly evolving technology landscape, sustained progress in our digital transformation journey continues to strengthen operational efficiency and service excellence as well as improve client experience. This year has been characterised by disciplined execution: we enhanced operational resilience, accelerated digital delivery and made meaningful progress in modernising the technology platforms that support our long-term strategy.

The outcomes reflect a technology function that is maturing rapidly, operating with focus and delivering business value. Client experience and operational stability improved materially despite industry-wide disruption such as the implementation of the two-pot system. Key technology initiatives were successfully delivered, including significant automation enhancements and cloud migration projects, while further investments in our administration platform are improving scalability, resilience and digital transactability. These investments strengthen our competitive position, support future growth and expand our ability to serve clients through a broader range of distribution channels.

We continue to adopt new technologies responsibly. During the year, we developed a group artificial intelligence (AI) strategy that balances innovation with appropriate governance, security and regulatory oversight. Our approach to AI is focused on creating tangible business value through improved efficiency, enhanced client experience, risk reduction and sustainable platform modernisation. Technology remains a critical enabler of our strategy and our client-centric culture. As an advisory-led business, we invest in capabilities that make it easier for clients to access advice, save, invest and achieve better financial outcomes.

Client service is deeply embedded in our DNA and culture. As an advice-led business, we combine proprietary insights, investment expertise and tailored solutions to meet the diverse needs of retirement funds, individual members and retail investors across all stages of their financial journeys. Our investment decisions are guided by a disciplined and client-centric approach whether serving large institutional mandates or individuals seeking long-term financial security.

We allocate capital to initiatives that enhance the client experience, improve service reliability and efficiency, expand access to advice and investment solutions, and strengthen the digital and operational capabilities required to support future growth. Through these investments, we are building a more scalable, resilient and client-focused business that is better positioned to deliver sustainable value for clients, shareholders and other stakeholders.

Implementing our strategy

As mentioned by the chair in his report, our strategic response to changes in our operating environment is yielding the expected results from our operations, and we continue to capitalise on opportunities and manage risks to achieve our vision.

S1 Extending leading positions across our core operations

Corporate

Our market leadership is underpinned by the Alexforbes brand of independent consulting and our ability to craft advice-led solutions. The corporate business delivered a stable result with operating income up 6% to R1 975 million. Our retirements consultants exceeded new business expectations by anticipating and responding to emergent advice needs across our

institutional clients. Our administration teams executed effectively in a more complex environment with elevated transaction volumes. Two-pot claims volumes and related fees were lower year on year. However, the compulsory preservation component for each individual adds to membership numbers and ongoing service requirements. The average level of our two-pot fees is highly competitive relative to peers and affirms that our decision to implement a sliding scale was appropriate and in the best interests of members.

Our umbrella fund closed the year with assets under management of R197.7 billion. The launch of Alexforbes One represents a significant milestone in the evolution of our institutional umbrella fund offering and our digital transformation. By integrating multimanager investment expertise, digital engagement and enhanced fund member support into a single scalable ecosystem, we are improving retirement outcomes for our members.

Our health consulting business remains profitable in spite of competitive and pricing pressure, including the impact of lost business. The business is committed to providing sound advice and support to clients while differentiating its offerings to drive long-term growth.

We continue to build relationships with IFAs by making financial advice and investing more accessible and empowering for advisers and their clients.

Investments

The investments business delivered consistently strong performance, increasing operating income by 17% to R1 585 million. Higher average assets under management due to new institutional inflows, improved retail flows and strong investment markets were primary growth drivers. Closing total assets increased 22% to R733.2 billion.

New appointments of dedicated retail, institutional and private market chief investment officers strengthened our focus on institutional portfolios, new retail solutions and expanding the scope of our private market investments. Excellent client service supported growth in new institutional and retail business and sustained a 99% client retention rate. Our investment performance was recognised by prestigious awards during the year.

The Raging Bull Awards are considered an objective benchmark of investment skill in South Africa, recognising long-term, risk-adjusted performance across varying market conditions. For Alexforbes, the awards mark an important milestone in our evolution from a retirement fund administrator to a broader investment business serving institutional investors and individual clients. In addition to the headline award, Alexforbes Investments received the accolade for best South African interest-bearing fund on a risk-adjusted basis, further endorsing the strength and consistency of its investment capability. These awards are not about chasing headlines. They are a validation of our long-held belief that insight-led thinking, discipline and long-term focus deliver the best outcomes.

The Alexforbes Infrastructure Impact Fund of Funds has secured R1.65 billion in capital commitments towards its R5 billion target. The fund underscores our commitment to infrastructure and private markets, offering clients exposure to long-term, inflation-beating returns while contributing to South Africa's infrastructure development needs. Fundraising and client engagement initiatives continue, supported by the appointment of a new head of private markets in January 2026.

Growth markets

Our growth markets business unit extends the reach of our advice-led solutions across the African continent and beyond. The business actively positions Alexforbes as a market-leading advisory and administration brand, leveraging scale and delivering services to local and multinational clients through our offices in Botswana, Channel Islands and Jersey, Namibia and Nigeria.

Operating income from growth markets increased by 5% to R478 million with growth reported across all countries and consistent performance from multinational consulting. We remain focused on opportunities to retain, win and service client mandates by leveraging regulatory reform, digital scale and partnerships.

A highlight of the year was the strategic collaboration between Alexforbes and Octagon Africa, which focuses on delivering affordable retirement solutions and employee benefits to micro, small and medium enterprises in Kenya. The partnership combines our international research, administration and investment capabilities with Octagon's regional expertise to close the pension coverage gap for Kenyan workers.

S2 Transforming into the most inclusive financial advice firm in South Africa

Retail

The retail business continued to build momentum, making progress against its strategy in an increasingly complex operating environment. Operating income increased by 15% to R768 million.

The focus remained on strengthening advice-led growth, improving engagement with members, diversifying into new channels and building the operational capacity required to support sustainable expansion. Delivery through the year reflected a balance between near-term performance and longer-term investment in capabilities. The business delivered 39% growth in new business as inflows exceeded market performance across business lines, ultimately resulting in closing assets under advice of R131 billion and assets under management of R112.3 billion.

Execution centred on improving the consistency and quality of advice and service across retail channels. Greater emphasis was placed on engaging members at key points in their financial journey and supporting advisers with improved tools, data and digital capabilities. The availability of financial advice to every member is a unique differentiator and trumps all other initiatives in our market to improve member outcomes. Our actions support stronger engagement, improved outcomes and more durable new business, reinforcing advice as the core driver of the retail model.

The business continued to invest in people, systems and operations to support scale and client outcomes. These investments increased costs in the short term but were necessary to simplify delivery, reduce operational risk and support future growth without a proportional increase in complexity. Early benefits are evident in improved productivity and service delivery.

We continue to invest in our IFA and direct channels as diversification mechanisms alongside our core adviser channel. There is encouraging progress in these areas and we anticipate increased contributions to our growth drivers from these channels into the future.

The retail business closed the year better positioned with stronger foundations in place and clearer priorities for the period ahead. While further work remains, particularly as key transitions continue, the progress made during the year supports the group's broader objectives of growth, channel diversification and consistent delivery for clients.

S3 Having real-world impact through our sustainability intent

We believe that retirement funds must have a real-world impact beyond growth in investment values. Much of our sustainability focus is on delivering advice and solutions that help our clients make that real-world impact, ensuring collectively we also create a world worth retiring into.

Our acquisition of Paragon Impact in May 2025 deepened our sustainability reporting and impact analysis and advisory capabilities. During 2026, we integrated Paragon Impact into our advisory and investment processes and can now offer independent, verifiable impact assessment aligned with the SDGs. Paragon enables asset managers to monitor impact across individual assets and portfolios, allowing them to demonstrate real-world impact while delivering competitive and sustainable returns. It also serves as a due diligence filter for capital allocation.

The inaugural Alexforbes Paragon Impact Awards, held in March 2026, recognise JSE top 100 companies that demonstrate measurable, data-driven sustainability, environmental and social impact aligned with the SDGs. The awards use Paragon technology to independently assess value creation. We believe that recognising companies that demonstrate measurable progress reinforces important market signals, helping direct capital towards businesses that are building adaptive, future-fit operations capable of delivering sustained value in a changing world. In addition to the annual awards, we intend to create an index based on the top-performing impact companies and develop solutions to track this index over the coming months.

A word of thanks

2026 was a good vintage for Alexforbes. We had some investment market and regulatory tailwinds and our employees and executive management capitalised on those advantages but we went much further by remaining true to our strategy and the promise (embodied in our purpose and vision) that we make to our clients.

On behalf of the group, I thank our clients for their loyalty and support. We look forward to building and sustaining mutually beneficial relationships.

I am grateful for the guidance and wise counsel of the board and the continued trust of our shareholders.

Outlook

In complex environments, our ability to connect advice, technology and execution enables us to help clients make better decisions while continuing to build a stronger, more adaptable business.

We enter our 91st year dedicated to our vision for a business of the future that exists to deliver best advice and impactful financial outcomes for our corporate clients, our individual retirement fund members and investors.

The period ahead offers significant opportunities, tempered by the consequences for South Africa of sustained geopolitical conflicts and a changing world order. It is during turbulent times such as these that our clients need us most to protect their investments and secure their retirements. Alexforbes's advice has allayed fears, created clarity of thought and helped our clients make better decisions for 90 years. We remain committed to this role.

Prospects

Alexforbes has developed a strong operating rhythm. The energy and focus across our teams are evident, and this gives us confidence as we move into the new financial year. Our responsibility now is to deliver with discipline. That means meeting the immediate needs of the business while continuing to build long-term, sustainable value for our stakeholders. It means staying focused and accountable, ensuring the momentum we have built translates into tangible outcomes.

Alexforbes as an 'investment destination'

Our three-year group-wide initiative to establish Alexforbes Investments as a credible and preferred investment partner to individual investors in South Africa continues to gain momentum. This initiative is a deliberate attempt to build sustained belief, demand and conversion over time by changing how the market understands and experiences Alexforbes as an investment business. This ambition is designed to translate into measurable funded outcomes: higher-quality net inflows, improved asset retention and a growing base of platform and product assets across institutional and retail channels.

Elements of this ambition are already visible in operating indicators. We continued to see strong institutional business flows, including platform assets, and retail inflows have maintained an upward trend. These are the types of proof points that underpin credibility when positioning an investment proposition to sophisticated audiences.

Excellent client service and experience

Our disciplined focus on client service and client experience defines and differentiates us in competitive and evolving markets. This is a major strategic focus for our business units.

Retail solutions in the making

Retail remains a key growth platform for Alexforbes. We continue to build targeted solutions that enhance advice delivery, strengthen asset retention and expand clients' choices throughout their financial journeys. New and improved offerings across discretionary portfolios, model solutions and offshore investing are being supported by continued investment in digital platforms and adviser enablement. We are simplifying decision-making, improving conversion at critical client touchpoints and increasing scale across advised and non-advised channels. With a growing adviser ecosystem and strong integration with Alexforbes investment capabilities, these enhancements position us to deliver sustainable earnings growth and improved client outcomes into the future.

Unifying employee benefits through Alexforbes One

We are harnessing our collective insight into retirement funding, healthcare, sustainability and investments to simplify decision-making for employers and members. Our Alexforbes One umbrella funding solution enables holistic advice-led decision-making across employee benefits. The launch of Alexforbes One has been well received and we continue to build a promising pipeline of prospects.

One fund administration system

We have commenced the decommissioning of legacy fund administration platforms into a single fund administration system across South Africa, Namibia and Botswana. Our objective is improved client experience, cost efficiency and scalability over the medium term.

Making a real-world impact through our sustainability intent

Alexforbes Impact Advisory and the Impact Academy continue to develop as leading sustainability and impact advisory and training offerings to retirement funds and corporate clients. The award-winning, and globally unique, Paragon Impact software solution has bolstered capabilities and opened additional opportunities. Alexforbes is strategically positioned to assist clients in transitioning to a more sustainable future and to benefit from the growing demand for solutions and advice in the complex and evolving sustainability landscape.

Embracing AI

Alexforbes is embracing AI in a deliberate and responsible manner using it as an enabler of productivity, insight and service quality. The group has formally adopted Microsoft Copilot as its primary enterprise AI platform within the Microsoft ecosystem, specifically to support data protection, regulatory compliance and auditability in a controlled environment.

Implementation is governed to ensure accountability for how AI is used, how outputs are validated and where AI is permitted to influence decisions across the value chain. Through our approach to AI, we are positioning the technology as a scalable, trusted capability that supports sustainable growth, operational resilience and improved outcomes for clients and other stakeholders.

Challenges

- A deteriorating and uncertain global economic outlook may disrupt South Africa's positive economic momentum
- The impact of lower economic growth may affect employer retirement fund contributions and discretionary saving
- Market volatility and geopolitical uncertainty could impact investment flows while lower nominal investment returns place pressure on investment revenues
- Increasing regulatory complexity and cybersecurity risks require ongoing investment in systems and processes
- Increasing investments in digital transformation are necessary to maintain competitiveness

These challenges open doors for innovation, particularly in advice and product development. Our purpose-driven strategy, trusted brand and talented people position us to deliver meaningful impact for clients and sustainable value for stakeholders.



A responsive business

Our operating context
Our business model
Our strategy
Our material matters
Our stakeholders
Our material risks

On the journey to their investment destination, our clients remain committed when they are confident that their capital is managed with care, expertise and accountability, and their financial outcomes are actively shaped rather than left to chance.

The Alexforbes Angel Wings skipper and his crew boldly continued racing without a boom and optimising favourable following wind conditions. They sailed responsibly, maintaining speed, control and composure throughout and won without compromising safety.

Our operating context

Alexforbes operates in evolving and competitive markets. By understanding the major external trends that shape our business, we can respond more effectively to our stakeholders' needs.

Economic growth drivers

Employment growth, wage increases and investment returns are the main drivers of revenue growth for retirement fund administrators and investment managers. As a South African business, Alexforbes relies on the domestic economy (and its resilience in turbulent global environments) to sustain revenue growth and achieve its vision.

The global economy was stable during the 2025 calendar year as countries navigated geopolitical conflicts and trade policy uncertainties. Positive developments in South Africa contributed to marginal 1.1%* growth in GDP. Global and domestic investment markets delivered robust returns. However, the outlook for the year ahead remains unpredictable as volatile and fast-changing geopolitical and geoeconomic threats persist.

South Africa's official unemployment rate dropped in the fourth quarter of 2025, marking the lowest level in over five years. However, unemployment remains high at 31.4%, limiting substantive growth in retirement fund members and contributions.

Read more about our responses to the economic environment in the **Performance overview** section from page 58.

Adapting to changing market dynamics

The South African retirement industry is mature and competitive. These factors, combined with increasing regulatory pressure to reduce costs, improve governance and enhance member outcomes, are driving industry consolidation. The market is shifting away from smaller standalone funds to large commercial umbrella funds that appeal to businesses looking for efficient outsourced retirement fund solutions. In these conditions, client retention is key and growth is achieved by acquiring complementary businesses or winning business from competitors.

The competitive asset management industry is influenced by economic growth and increasing preferences for offshore investing or alternative asset classes. Access to corporate decision-makers and IFAs, and the capacity to help clients invest in alternative local solutions or offshore, are competitive advantages.

Read more about our response to growth in mature markets in the **Performance overview** section from page 58.

Sustaining retirement outcomes and enabling financial inclusion

South Africa's working class is under severe financial strain. National Treasury data indicates that less than 6% of South African employees can retire comfortably, maintaining 75% of their last salary. This crisis is driven by low savings rates, early withdrawal of pension funds upon resignation and inadequate planning.

The two-pot retirement system, introduced in September 2024, allows members to make partial withdrawals for short-term emergency relief but introduces compulsory preservation with the aim of improving retirement outcomes over the long term.

Alexforbes supports its members, trustees and employers with educational resources, counselling and advice to enhance financial outcomes. By extending these services to over one million members, we are materially advancing financial inclusion. Our award-winning Retirement Fund of the Future™ sets the benchmark for future-fit retirement fund design, supporting the resilience of retirement funds and the retirement outcomes of their members by promoting impactful strategies that consider short-, medium- and long-term outcomes while upholding responsible investment and operational practices.

Harnessing technology responsibly

As decision-making shifts from employers to individual retirement fund members, technology advances are making it easier for consumers to become more actively involved in the management of their own savings.

Businesses are responding to these trends by harnessing digital technology to attract clients and advise on, and invest, their savings. Innovative and disruptive emerging technologies such as AI and data analytics are enabling businesses to personalise and improve the efficiency of client service.

As a data-driven organisation, we recognise the risks associated with these rapid technology advances and we maintain robust data, privacy and cybersecurity governance and risk management to protect our data assets and those of our clients.

Read more about how we respond to Business interruption and recovery risk on page 51, Managing cybersecurity, data privacy and protection, and AI risks on page 61 and Data, information and technology governance on page 97.

Read more about our response to the Digital trust and cybersecurity material matter in the **Sustainability report 2026**, from page 67.

An evolving regulatory environment

Regulatory changes in the financial services sector continue to drive significant reform to support financial stability, ensure fair treatment of customers and protect business and client information and assets.

We monitor our regulatory universe to identify changes and developments that may impact the group, our clients and members, and we take action to ensure that we remain compliant.

We support regulatory reform that strengthens the resilience of our industry and our clients by engaging proactively with industry bodies and regulators. We play a role in ensuring that the countries we operate in retain a positive reputation and can participate in the global economy by adhering to international best practice. This includes compliance with anti-money laundering, anti-bribery and anti-corruption legislation.

Key regulatory developments

Regulatory changes impacting retirement funds have a direct impact on the administration and consulting services provided to funds.



** Statistics South Africa.*

The table below provides a summary of material regulatory developments during the year:

National Treasury

Conduct of Financial Institutions (COFI)

The COFI Bill, set to become the overarching market conduct framework for South Africa's financial sector, aims to consolidate existing legislation, promote fair customer treatment and improve regulatory oversight. With its tabling in Parliament scheduled for 2026, the Bill represents a significant step in regulatory reform, impacting insurers, financial advisers, retirement funds and banks.

Unclaimed assets (from National Budget speech 2026)

Following recommendations from the Financial Sector Conduct Authority (FSCA), National Treasury will introduce reforms to manage over R88 billion in unclaimed financial assets, which include retirement benefits, bank accounts, investments and insurance payouts.

The reform aims to ensure that these assets accrue to owners rather than financial institutions, government or other parties. The proposed framework provides for the transfer of these assets to a central manager to drive down costs and improve payouts with appropriate governance for investment alongside the appointment of a central administrator responsible for administration, record-keeping and tracing.

The reform will be rolled out in phases, starting with the retirement fund sector. Over time, the framework will be extended to other categories of unclaimed financial assets.

The centralisation of unclaimed financial assets aims to address challenges associated with fragmented administration, inconsistent definitions and the erosion of value through fees. A unified system, supported by a central database and an administrator, is intended to strengthen tracing processes and enhance transparency. It is also expected to provide beneficiaries with a clearer and more streamlined claims process.

A discussion note will be released shortly for public consultation.

FSCA

The FSCA Conduct Standard 1 of 2025: Requirements for financial institutions providing financial education Initiatives

Conduct Standard 1 of 2025 is effective from 26 March 2026 and introduces mandatory requirements for financial institutions that provide or support financial education initiatives. The conduct standard requires that such initiatives are objective, inclusive and aligned with national financial education goals.

The conduct standard applies to all financial institutions licensed under the Financial Sector Regulation Act 9 of 2017, which provide or support financial education initiatives. It seeks to promote fair treatment of financial customers by ensuring that financial education initiatives empower consumers with financial knowledge and informed financial decision-making, not marketing. The conduct standard applies to direct and outsourced financial education initiatives.

The FSCA Conduct Standard: Prescribed conditions for retirement fund administrators

The FSCA has the power under section 13B of the Pension Funds Act to prescribe requirements that retirement fund administrators must comply with. On 6 August 2025, the FSCA issued Conduct Standard 2 of 2025, which updates and strengthens the regulatory environment applicable to administrators. The conduct standard is a regulatory framework that modernises and strengthens the conditions under which pension fund benefit administrators may operate in South Africa. It places fair treatment of fund members at the centre of administration, clarifies governance and accountability (including that accountability cannot be delegated) and introduces enhanced requirements for fit and proper key persons, governance structures, outsourcing oversight, conflicts of interest management, complaints handling, data governance and financial soundness. The standard aligns pension administration with the Twin Peaks regulatory model and Treating Customers Fairly (TCF) outcomes aiming to improve member protection, operational integrity and overall conduct standards across the retirement fund administration value chain. Different sections of the conduct standard become effective at different dates, ranging from immediate implementation to a 12-month transition period for implementation.

FSCA Conduct Standard 3 of 2025 (CIS): Requirements for managers of collective investment schemes

Conduct Standard 3 of 2025 (CIS) is effective 15 August 2026 following a 12-month transition period from date of issue. This conduct standard modernises and consolidates the regulatory framework applicable to CIS managers and acts as an interim measure pending implementation of the COFI Bill.

Prudential Authority and FSCA

Joint Standard: Cybersecurity and cyber resilience requirements for financial institutions

Effective 1 June 2025, this joint standard mandates robust cybersecurity practices for financial institutions. Published in May 2024, it requires institutions to implement comprehensive cybersecurity measures to protect against and respond to cyber threats, ensuring resilience and regulatory compliance. This is applicable to regulated Alexforbes entities and all registered retirement funds thus requiring effort by Alexforbes to ensure our own compliance but also to advise and guide funds on their compliance.

Prudential Standard: Requirements related to regulatory reporting and audited financial statements for pension funds

This prudential standard was approved by Parliament in early 2026 but does not have an effective date yet. This standard covers the main requirements for the preparation, content and submission of financial statements for retirement funds, as set out in the prudential standard. It is envisioned that funds will be required to provide feedback on their implementation of ESG and sustainability as part of the reporting suite to the FSCA. This feedback will provide the FSCA with critical insight into funds' adoption of ESG and sustainability principles in their investment decisions.

Data and AI (from National Budget Speech 2026)

The use of data and AI has become critical for the development of economies worldwide. The FSCA and the Prudential Authority conducted a survey on the adoption of AI in the South African financial sector. This study provided insights into the usage and adoption of AI in the sector. A discussion paper, based on the survey, will be published by the regulators in July 2026. The paper will set out recommendations for the safe and responsible adoption of AI in the South African financial sector with a view to developing a formal joint regulatory instrument.

Our business model

Alexforbes pioneers insight to deliver advice and solutions that impact people's lives by enabling better financial decisions through trusted independent advice, integrated solutions, disciplined risk management and responsible stewardship.

We combine actuarial depth, investment research, analytics and administration to deliver measurable outcomes for our clients. Operating primarily in the South African retirement, wealth, investments, health consulting and employee benefits markets, we play a systematically important role in improving investment and retirement outcomes.

Our business model outlines how we deploy the six capitals to create sustainable value for all stakeholders over the short, medium and long term.

Read more about our sustainability impact and contribution to UN SDGs in the **Sustainability report 2026**.

Inputs

FC Financial capital

- Strong, well-managed balance sheet supports growth initiatives
- Cash generative
- Sound regulatory capital position
- Diversified revenue streams from advisory fees, administration fees and investment management fees
- Disciplined capital allocation, reinvestment in digital platforms and shareholder returns

HC Human capital

- 3 091 motivated and high-performing employees
- Experienced board provides strategic input and oversight
- Knowledge management through learning, development and talent management programmes
- Culture anchored in ethics, client-centricity, performance accountability and transformation

IC Intellectual capital

- Proprietary investment research and investment methodologies
- Long-standing advice frameworks and governance expertise
- Trusted brand, strong track record and reputation
- Market-leading solutions and relevant investment propositions for clients and members
- Collaboration with regulatory stakeholders to shape regulatory change
- Development and implementation of innovative new solutions

SRC Social and relationship capital

- Deep, long-standing relationships with retirement funds, employers, intermediaries, regulators and industry bodies
- Contribution to financial literacy initiatives
- Active participation in retirement reform dialogue
- Transformation commitments supporting South Africa's socio-economic development
- Supplier and community partnerships

MC Manufactured capital

- Scalable administration platforms, investment platforms and workflow tools
- Client servicing platforms, administrative systems and technology infrastructure
- Digital platforms and data infrastructure enabling integrated client solutions
- Digital channels enabling seamless advice, onboarding, reporting and engagement

NC Natural capital

- Responsible and efficient resource usage within operations
- ESG integration in investment processes
- Commitment to environmental stewardship through targeted initiatives and reporting

What we do

Advice-led solutions

- Retirement fund consulting
- Employee benefits advisory
- Health consulting
- Umbrella fund solutions
- Impactful, client-centric financial education programmes
- Advice at both institutional and member levels

Administration

- Retirement fund administration
- Payroll-linked administration capabilities
- Claims and member-servicing processes

Investments

- Investment consulting
- Multimanager and portfolio management solutions
- Alternatives and ESG-aligned investment offerings
- Investment platform services

Retail

- Financial advice
- Wealth management
- Automated advice and digital enablement
- Investment solutions
- Services to IFAs

Through our advice-led, digitally enabled solutions, we transform financial, human, intellectual, social, manufactured and natural capital into long-term value by:

- Empowering customers to make better financial decisions
- Improving investment and retirement outcomes
- Strengthening organisational resilience
- Enhancing societal impact
- Supporting economic stability and inclusivity

Outputs

Clients

Integrated financial advice, accessible retirement and investment solutions, digital tools for decision-making, transparent reporting and governance

Operational

Efficient administration and claims processing, accurate investment execution, real-time member communication and servicing

Industry

Policy input into retirement reform and regulatory evolution, thought leadership publications and collaboration across the financial ecosystem

2026 outcomes

FC Financial capital

- 10% revenue growth and improved operating leverage
- Stable cash generation and disciplined capital allocation
- 4% growth in annual dividend
- Investment returns for clients

Our financial performance, from page 75.
Progress against our strategy, page 63 and 64.

HC Human capital

- High-performing skilled workforce
- 76% sustainable engagement score
- 97% retention of key talent
- Leadership continuity and succession pipeline
- Diversity and inclusion progress

Sustainability report 2026, from page 71.

IC Intellectual capital

- Stronger digital and data ecosystem
- Enhanced advice frameworks
- Competitive advantage through innovation and research depth
- Health diagnosis report and Alexforbes Manager Watch™ available to stakeholders

Performance overview, from page 58.

SRC Social and relationship capital

- 31 447 retirement fund members counselled via enhanced retirement benefits counselling (eRBC)
- 631 financial wellness days held at corporates
- Grew adviser base to 315
- Maintained stable customer satisfaction (CSAT) score and net promoter score (NPS)
- Alexander Forbes Community Trust supported 33 306 direct beneficiaries
- 74% supplier satisfaction score
- Published *Savings Squad* book to promote youth financial literacy
- 30 000+ SMMEs funded and 25 000+ females employed throughout Private Markets investments

Sustainability report 2026, from page 61.

MC Manufactured capital

- Scalable digital platforms improving client experience
- Lower operational risk and enhanced service reliability
- Efficient, integrated infrastructure supporting group operations
- Processed two-pot claims efficiently despite surge in claims volumes
- Investments in priority sectors including renewable energy and affordable housing

Operations: Performance overview, from page 58.

NC Natural capital

- Reduced environmental footprint
- Adoption of ESG-aligned investment principles
- Responsible resource usage and climate-conscious operations

Sustainability report 2026, from page 77.

Stakeholders impacted	Aligned SDGs
• Employees • Investors • Regulators	8
• Employees • Society and communities	4, 5, 8
• Individual customers • Institutional clients • Corporate clients • Regulators • Society and communities	3, 7, 13
• Individual customers • Institutional clients • Corporate clients • Society and communities • Employees	3, 10, 13
• Individual customers • Institutional clients • Corporate clients • Regulators • Employees	8
• Society and communities • Regulators	7, 13

Our trade offs

Short-term costs for digital transformation versus long-term service reliability and scale benefits

We allocate financial and management resources to digital platforms, data capabilities and automation. This increases costs and implementation demands in the short term but strengthens service reliability and scalability for clients and members over the long term.

Pricing discipline versus growth momentum

We maintain competitive pricing to support value for clients and customers. However, lower pricing can constrain financial capital available for reinvestment in technology and business capabilities over the long term.

Portfolio risk versus return targets amid volatile markets

Pursuing long-term investment returns requires exposure to market risk and volatility while lower-risk portfolios may reduce long-term return potential.
We balance these considerations in pursuit of sustainable client outcomes.

Ethics and governance

Our strategy

Our vision is to transform every client's financial journey in reaching their investment destination through inclusive advice and solutions, intelligent technology and unrivalled service excellence.

Retirement fund members are becoming more engaged with their retirement funding journey as the impact of the retirement pot component of the two-pot system increases their need for financial advice. Our vision is to make advice accessible to every client and ensure that advice remains sustainable in South Africa.

We believe that retirement funds must have a real-world impact beyond the growth in investment values and that stakeholders share in this belief. We are pioneering insight to deliver advice and solutions that help our clients make that real-world impact.

Our strategic objectives remain relevant and unchanged:

- **S1** Extending leading positions across administration, retirement and health consulting and investments
- **S2** Transforming into the most inclusive financial advice firm in South Africa
- **S3** Having real-world impact through our sustainability intent
- **S4** Demonstrating a meaningful positive impact on the stakeholders we serve

We report on our strategic focus areas and business drivers for each of our strategic objectives here and on the following pages.

Refer to **Progress against our strategy** from page 59 of this report.

S1 Extending leading positions across administration, retirement and health consulting and investments

	Corporate		Investments	Growth markets
	Retirement	**Health**		
Our position	#1 retirement administrator in South Africa[1] with >1.3 million members[2] #1 employee benefits advisory business in South Africa 33% share of 639 active standalone retirement funds[3] #2 umbrella fund administrator in South Africa by assets under management with over R197.7 billion in assets under management Independent advice-led approach and insight-driven consulting for employer groups Critical role in enhancing group value through corporate relationships	Leading health advisory business in South Africa Integrated solution for health and retirement benefits	#1 multimanager in South Africa with total assets[4] of R733.2 billion #3 investment adviser to retirement funds Raging Bull Awards • **South African Manager of the Year** • Best South African interest-bearing fund on a risk-adjusted basis 29-year track record Level 1 B-BBEE	Presence in Botswana, Namibia, Nigeria, Kenya and Jersey serving over 700 corporate clients Pan-African multinational consulting serving clients in over 45 countries Award-winning pan-African consulting business Strategic partnerships with global and African insurance broker networks
Our strategic focus areas	Strengthening our partnerships with retirement funds, employers and consultants to deliver meaningful institutional impact by: • Retaining clients with service excellence and best-in-class advice-led approach • Strengthening distribution through partnerships • Driving growth and diversification Leveraging our administration foundation for competitive advantage by: • Driving efficiency • Automating processing • Integrating funds • Consolidating information technology (IT) systems • Simplifying member engagement	To grow in challenging market conditions, we: • Offer an integrated value proposition to reduce costs and increase value • Build client relationships with efficient service and automated solutions • Help clients navigate the complexities of managing health benefits	To retain clients and secure new institutional and retail business, we are: • Building our brand as an investment destination • Delivering exceptional investment performance • Offering the right solutions to meet client needs • Expanding our alternative solutions set • Strengthening our relationships with institutional client decision-makers • Expanding retail solutions (particularly discretionary solutions) and support for individual consulting and partnering with independent financial advisers	Extending the reach of our advice-led solutions across the African continent and beyond by: • Driving a strategy of connected markets and borderless growth • Strengthening our core businesses and accelerating new capabilities • Replacing legacy administration systems • Driving digital solutions and automation • Building a differentiated brand and customer value propositions • Attracting and developing top-tier talent
Key business drivers	• Number of funds and members under administration and advisory • Employment rate and employers offering benefits • Inflation and salary increases • Strength of client relationships • Conversion from standalone to umbrella funds • New administration mandates drive economies of scale and create new business opportunities for other services to clients • Client retention is key • Opportunities for member education and advice	• Number of corporate clients, medical scheme and health insurance members • Medical scheme commission inflation-adjusted increases limited to the statutory cap • Cyclical nature of public-sector business • Client retention and new business acquisition	• Strong brand and track record • Market performance influences revenue and asset growth • Individual consulting and independent financial advisory channels expand reach and client acquisition • Internal and IFA advisory collaboration strengthens solution delivery • Mature institutional market supports stable growth • Retail market expansion unlocks new opportunities • AI integration boosts operational efficiency, portfolio and risk management	• Capital light and agile • Asset gathering and deepening our consulting capabilities • Integrated solution for multinational clients • Strengthening our stakeholder relationships • Global broking positioning

1 Largest outsourced administration provider. Includes umbrella fund members.
2 FSCA data, January 2026.
3 Active funds, excluding Type A umbrella, preservation and retirement annuity funds.
4 Total assets include assets under administration and assets under management.

Our strategy continued

Click to see explanation of all icons

	S2 Transforming into the most inclusive financial advice firm in South Africa	S3 Having real-world impact through our sustainability intent	S4 Demonstrating a meaningful positive impact on the stakeholders we serve
Our position	**Retail** R131 billion of assets under advice R112.3 billion of retail assets under management #1 retirement benefits counsellor in South Africa Top 3 largest independent advice firm in South Africa by assets under advice	**Impact advisory** **Our intent** To further embed sustainable thinking into our business model and practices To be the leading retirement fund sustainability adviser To become a leading corporate sustainability adviser with real-world impact **Our position** • Influential representation at leading adviser industry and sustainability regulatory and other decision-making bodies • Integration of Paragon Impact, a globally unique solution	**Our intent** As a business that is trusted across South Africa and beyond, we aim to lead as a model of corporate citizenship. Our governance framework is informed by principles of ethical conduct, transparency, accountability and sustainability. We maintain the highest standards of corporate governance and ethical leadership to deliver confidence to our stakeholders. **Our position** • Level 1 B-BBEE contributor • Striving to enhance our B-BBEE status and enterprise development initiatives to empower local communities
Our strategic focus areas	Making financial advice and investing more personal, accessible and empowering for individuals and their advisors by: • Strengthening our core channel of engaging and serving Alexforbes members • Diversifying into growth segments, including partnering with IFAs and serving customer channels directly digitally • Transforming the technology ecosystem • Developing new advice-led solutions	To achieve our intent, we: • Grow the Impact Academy • Position the Retirement Fund of the Future™ as leading best practice for sustainability within retirement funds • Integrate Paragon Impact and introduce new initiatives, including impact-focused products, to strengthen advice, advocacy and scale • Develop partnerships for regulation, positioning and distribution	To create positive impact, we: • Treat customers fairly • Contribute to economic sustainability and inclusion • Make a real-world impact through our corporate social investment • Are dedicated to fostering a diverse, inclusive and ethical workplace • Help clients to have a real-world impact through enhanced sustainability and impact-focused insights and solutions • Influence transformation and responsible investing in the asset management industry
Key business drivers	• Changes in customer behaviour and technological transformation • Regulatory change • Investment destination positioning	• Mandatory sustainability regulation and our ability to shape regulatory change • Shareholder and other stakeholder pressure and sentiment • Need for credible and consolidated data • Speed of execution • Power of relationships and partnerships • Reputation and brand positioning with corporates • Reputation as thought leaders within sustainability • Sustainability sentiment and understanding of business and investment resilience	Read more throughout the **Sustainability report 2026**.



Our material matters

Materiality determination process

In determining its material matters, Alexforbes is guided by the <IR> Framework. We consider and assess:

Our operating context → Page 33.

Significant stakeholders and their needs and concerns → Page 48.

Our material risks → Page 49.

In 2025, we started a journey to evolve the way we identify and assess material matters for the group. To better understand and articulate the sustainability impacts of our identified material matters, we completed a materiality assessment using the Paragon Impact materiality methodology.

As the next step, in 2026, the group completed the technical phase of a sustainability framework-led DMA, which comprehensively refreshed the group's sustainability materiality process to reflect evolving regulatory expectations, stakeholder priorities and changes in the operating environment. The DMA applied a structured, evidence-based process to identify and prioritise sustainability topics that are financially material to enterprise value and/or material in their outward impacts.

The outcome provided a foundation for identifying material sustainability-related risks, opportunities and significant sustainability impacts across our value chain and stakeholders. It also enabled a more comprehensive Paragon Impact materiality assessment during the year and has informed the evolution of our approach to sustainability reporting.

The group will further enhance its disclosure maturity by integrating DMA outcomes into governance, strategy and risk management reporting processes during the year ahead, and by monitoring ongoing developments from the International Sustainability Standards Board.

Read more in the **Sustainability report 2026,** from page 29.

Material matters

Alexforbes's material matters were aligned with the DMA and guide the assessment of the material information included in this report. The outcomes remain broadly consistent with the group's 2025 material matters with no significant shifts in the overall materiality profile. Core ESG topics continue to be of high importance across both periods.

The board reviewed and approved the material matters in April 2026.

2025 material matters

- Treating customers fairly (TCF)
- Regulatory compliance
- Corporate governance and ethical leadership
- Cybersecurity, data protection and technology
- Talent attraction, retention and employee well-being
- Sustainability, ESG and climate change impact
- Operational resilience, risk management and business strategy
- Macro-economic environment in flux

2026 revised material matters

1 Enhanced client outcomes	2 Regulatory compliance	3 Impeccable governance and ethical conduct	4 Digital trust and cybersecurity	5 Human capital enablement	6 Social and environmental performance	7 Business and value chain
TCF	Regulatory compliance	Governance	Cybersecurity and cyber resilience	Human capital development	Climate impacts, risks and opportunities	Systemic economic and market risk
Member education and financial literacy	Regulatory and disclosure readiness	Ethical conduct	Data privacy and protection	Labour relations	Carbon footprint performance	Critical incident and business continuity
Financial inclusion and access		Board oversight and competence	Technology, AI and innovation	Diversity, equity and inclusion	Operational efficiency	Partnership and collaboration
Advice and solution innovation		Responsible investment		Employee health, safety and well-being	Nature and biodiversity	Inclusive procurement and small, medium and micro enterprise (SMME) development
				Human rights and modern slavery	Reduction in inequality and social equity	Sustainable and responsible procurement
					Sustainable industry and infrastructure	
					Community engagement and development	

Our material matters continued

Click to see explanation of all icons

M1 ENHANCED CLIENT OUTCOMES

Key focus areas

- TCF
- Member education and financial literacy
- Financial inclusion and access
- Advice and solution innovation

Why it is material

The financial services industry relies on trust-based relationships with customers to succeed. Ethical conduct and regulatory compliance with TCF requirements are essential to protecting consumers and instilling trust in service providers. Unethical conduct and failure to treat customers fairly may result in reputational damage with the further risk of impacting financial stability and business continuity. We focus on delivering fair, inclusive and value-adding advice and solutions that support our clients' long-term financial well-being. We advance financial inclusion by enabling access to financial advice to more than one million members in our retirement base.

Strategic alignment

S1 S2 S3 S4

Stakeholders

SDGs

3 GOOD HEALTH AND WELL-BEING | 4 QUALITY EDUCATION | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES

Read more about our responses to material matters

- **Message from the chair:** page 21.
- **Demonstrating a meaningful positive impact on the stakeholders we serve:** page 71.
- **Governance report:** page 82.
- **Setco report:** page 115.

M2 REGULATORY COMPLIANCE

Key focus areas

- Regulatory compliance
- Regulatory and disclosure readiness

Why it is material

Alexforbes operates in a highly regulated and evolving regulatory environment in South Africa and its operating environments in other African countries. Maintaining strong regulatory compliance is fundamental to our operations and to building trust with clients, regulators and stakeholders. We are committed to meeting applicable laws, regulations and disclosure requirements in the markets where we operate. While compliance with increasing regulatory obligations impacts our internal systems and processes and increases costs, businesses that play a role in shaping or embracing regulation can gain a competitive edge by demonstrating expertise, building stakeholder trust or capitalising on market change. Conversely, failure to comply can harm trust and incur financial penalties.

Strategic alignment

S1 S2 S3 S4

Stakeholders

SDGs

8 DECENT WORK AND ECONOMIC GROWTH

Read more about our responses to material matters

- **Our operating context:** page 33.
- **Governance report:** page 82.
- **Our material risks:** page 49.

M3 IMPECCABLE GOVERNANCE AND ETHICAL CONDUCT

Key focus areas

- Governance
- Ethical conduct
- Board oversight and competence
- Responsible investment

Why it is material

Strong governance and ethical conduct underpin our ability to act in the best interests of clients and stakeholders.

As a publicly listed company, Alexforbes complies with relevant governance standards, ensuring ethical and effective board oversight and competence, transparency and reporting on matters of material interest to stakeholders. As a financial services business that provides financial advice and is the custodian of clients' retirement funds and investments, the group upholds the highest standards of regulatory compliance and ethical conduct. Our fiduciary duty incorporates responsible investment as ESG integration is considered necessary for managing long-term risk and achieving sustainable returns. Non-compliance and unethical conduct can impact our brand and reputation, which are vital to maintaining the trust of clients and regulators. Failure to comply can incur financial penalties.

Strategic alignment

S3 S4

Stakeholders

SDGs

5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES

Read more about our responses to material matters

- **Message from the chair:** page 21.
- **Governance report:** page 82.
- **Having a real world impact from our sustainability intent:** page 69.
- **Sustainability report 2026,** from page 43.

M4 DIGITAL TRUST AND CYBERSECURITY

Key focus areas

- Cybersecurity and cyber resilience
- Data privacy and protection
- Technology, AI and innovation

Why it is material

As a data-driven organisation, we prioritise the protection of client information and the resilience of our digital systems. Data governance, privacy and cybersecurity are crucial for protecting our IT and data assets and the integrity of customer data. Adopting innovative and disruptive new technologies increases investment in new operating systems and applications and requires more robust security to safeguard systems and data against cyber threats. At the same time, digital transformation enables significant cost efficiencies and service enhancements.

Strategic alignment

S1 S2 S3 S4

Stakeholders

SDGs

10 REDUCED INEQUALITIES

Read more about our responses to material matters

- **Our operating context:** page 33.
- **Our material risks:** page 49.
- **Governance report:** page 82.
- **Risk management:** page 99.

M5 HUMAN CAPITAL ENABLEMENT

Key focus areas

- Human capital development
- Labour relations
- Diversity, equity and inclusion
- Employee health, safety and well-being
- Human rights and modern slavery

Why it is material

Our people are central to our success. Investing in developing their skills, fostering inclusive and supportive workplaces and maintaining constructive labour relations help Alexforbes to achieve its strategic goals. Our human capital strategy provides ongoing learning, development and career progression and we take care of the health, safety and well-being of our employees. Employee diversity and inclusion are inherent to our human capital strategy and add value to our decision-making and stakeholder engagement.

Strategic alignment

S1 S2 S3 S4

Stakeholders

SDGs

3 GOOD HEALTH AND WELL-BEING | 4 QUALITY EDUCATION | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES

Read more about our responses to material matters

- Human capital enablement, from page 71 of the **Sustainability report 2026.**
- **Our material risks:** page 49.

Click to see explanation of all icons

M6 SOCIAL AND ENVIRONMENTAL PERFORMANCE

Key focus areas

- Climate impacts, risks and opportunities
- Carbon footprint performance
- Operational efficiency
- Nature and biodiversity
- Reduction in inequality and social equity
- Sustainable industry and infrastructure
- Community engagement and development

Why it is material

We recognise our responsibility to contribute positively to society and the environment. This includes addressing climate-related risks and opportunities, resource efficiency, biodiversity, social equity and community engagement. Integrating sustainability considerations into business and investment decisions can achieve lasting benefits for our stakeholders. Considering the impacts on climate change of investment decisions or consumption of natural resources within a business can create long-term value, contributing to the transition to more sustainable economies. Failure to adopt sustainable practices may incur regulatory penalties or reputational damage.

Strategic alignment

S3 S4

Stakeholders

SDGs

3 GOOD HEALTH AND WELL-BEING | 4 QUALITY EDUCATION | 5 GENDER EQUALITY | 7 AFFORDABLE AND CLEAN ENERGY | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES | 13 CLIMATE ACTION

Read more about our responses to material matters

Refer to the **Sustainability report 2026,** from page 77.

M7 BUSINESS AND VALUE CHAIN

Key focus areas

- Systemic economic and market risk
- Critical incident and business continuity
- Partnership and collaboration
- Inclusive procurement and SMME development
- Sustainable and responsible procurement

Why it is material

A resilient business is better equipped to manage economic uncertainty, disruptions and supply-chain risks. Political uncertainty and geopolitical tensions impact economic growth and create market volatility. Low economic growth reduces employment and wages, which are key drivers of growth for retirement fund businesses. It also reduces the financial resilience of clients and customers. Market volatility may impact investment returns and retirement fund goals. Threats to business continuity pose a significant risk to business processes and systems, potentially impacting client and customer data and financial outcomes. This heightens business reputational and financial risk.

Strategic alignment

S1 S2 S3 S4

Stakeholders

SDGs

8 DECENT WORK AND ECONOMIC GROWTH

Read more about our responses to material matters

- **Message from the chair:** page 21.
- **Our material risks:** page 49.
- **Progress against our strategy:** page 59.
- **Risk management:** page 99.
- **Our financial performance:** page 75.

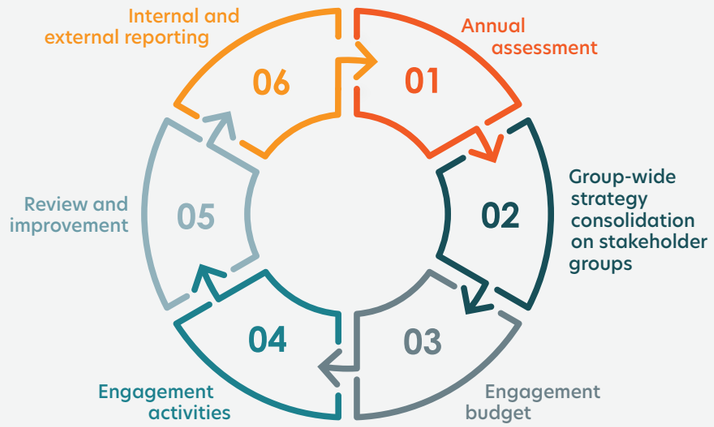
Our stakeholders

Our stakeholders play an important role in fulfilling our vision and executing our strategic plan.

The board, supported by the setco, guides a stakeholder-inclusive approach that balances the needs of material stakeholders with the demands of maintaining a sustainable business. Management executes the group's stakeholder relationship framework, prioritising what each key stakeholder values most and the value Alexforbes strives to create from each relationship in return.

Our stakeholder engagement is based on the principles of **inclusivity, equality, materiality** and **responsiveness** and is **consensus-driven.**

The stakeholder relationship and engagement process is iterative:



Stakeholder identification

Our stakeholder groups were reviewed in 2026 as part of the DMA. The review considered the relevance of each group to our activities, their exposure to our impacts and their influence on our long-term success.

While we engage with a range of stakeholders who have a direct or indirect impact on the business, an engagement programme through the DMA focused on the stakeholder groups that are most likely to have a material influence on the business or be influenced by our operations. This resulted in the separation of our clients into three distinct stakeholder groups and inclusion of business partners as a new stakeholder group.

Our key stakeholder groups

- Institutional clients
- Suppliers
- Corporate clients
- Business partners
- Individual customers
- Media
- Employees
- Investors
- Regulators
- Society and communities

Refer to the **Sustainability report 2026,** from page 33, for more information on our stakeholders, why they matter, their material interests and expectations, how we engage with them and the value we added in 2026.

Click to see explanation of all icons

Our material risks

We manage our risks through a clearly defined risk management framework, which includes a risk-rating matrix that assesses the likelihood of certain risks and the magnitude of their impact.

Our business model is the primary lens through which we assess our operating environment, stakeholder relationships and use of capital. From this universe, we derive our top-of-mind risks and opportunities that are updated throughout the year.

We use a top-down and bottom-up approach to risk management. This means that, while we present a consolidated list of our top risks in this report, more detailed analyses of the composition of our top risks are regularly carried out and our risks are monitored across the various levels of governance in the group on a de-aggregated basis.

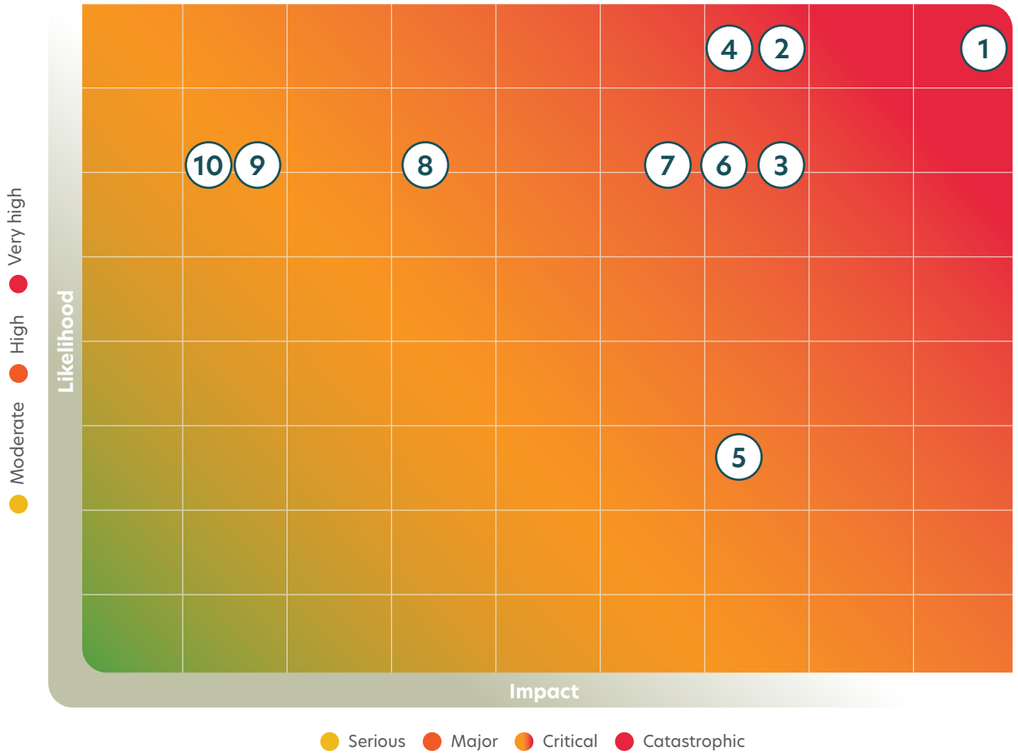
Most of our material external risks are evaluated via our own risk and solvency assessment (ORSA) programme, which features extensive scenario analyses and management interventions.

Our scenario analyses allow us to more thoroughly examine the relationships between the typical top risks that dominate in our environment (for example, political and economic risks), which provide more consolidated risk analyses, responses, decision-making and positioning for the company.

During the year, the top risk profile was impacted by the heightened operational risk inherent in continued deployment of the two-pot reform objectives and other programme change efforts.

Moving forward, we anticipate that our business and operational risks will continue to dominate our top risk profile with even deeper work required to grow the group's resilience.

Gross impact and likelihood of our top 10 material risks



Top 10 material risks

Our top 10 material risks are grouped and ranked according to gross position as determined by our risk quantification model. In determining our top risks, we undertake considerable environmental analyses and consider consequences to our strategies, business model, objectives and primary stakeholders.

Risk	Risk category	Link to strategy S1	S2	S3	S4	Stakeholders impacted	Link to material matters
1 Business interruption and recovery	Operational	●	●	●	●	■ ■ ■ ■ ■	M1 M4 M7
2 Operational breakdowns	Operational	●	●	●	●	■ ■ ■ ■ ■	M1 M4 M7
3 Lagging digital transformation	Business	●	●			■ ■ ■ ■ ■	M1 M7
4 Actual and/or perceived acts of fraud, bribery and/or corruption	Operational	●	●	●	●	■ ■ ■ ■ ■ ■	M2 M3
5 Quality of our advice proposition	Business	●	●	●	●	■ ■ ■ ■ ■ ■ ■	M1 M2 M3
6 Insufficient management responses to macroeconomic and market trends	Business	●	●			■ ■ ■ ■ ■ ■	M5 M7
7 Non-compliance with prevailing regulations	Regulatory	●	●	●	●	■ ■ ■ ■	M1 M2 M3
8 General failure in strategic execution	Operational	●	●	●	●	■ ■ ■ ■ ■	M5 M7
9 Erosion of employee value proposition: attracting, developing and retaining talent	Operational	●	●		●	■ ■ ■ ■ ■	M5
10 Competitor risk	Business	●	●	●	●	■ ■ ■ ■ ■	M7

Top ten material risks

Operational risks

Our investment in our conduct programmes and our holistic employee value proposition underpin our goals of sustainable operations and sound and sustained resilience during shifting business conditions.

Our digitisation and automation efforts are progressing, improving the streamlining of our processes and enhancing our overall agility and client servicing experience. Our cybersecurity capabilities are constantly evolving and expanding.

We remain mindful of the dynamic and challenging threat landscape and the potential disruptions that may result. Our response plans continue to deepen and our capabilities remain agile in response to changing circumstances.

1 Business interruption and recovery

Business interruption and/or failure will have a significant impact on our operations. This includes business processes and systems and potential failures at third-party service providers. We continue to invest in digitisation and automation, improving the streamlining of processes and enhancing overall agility. Our cybersecurity capabilities are constantly evolving and expanding. We remain mindful of the dynamic and challenging threat landscape and the potential disruptions that may result. Our response plans and capabilities continue to deepen, supported by conduct programmes that guide employees to ensure sustainable operations and sound and sustained resilience during shifting business conditions.

Management mitigation

- Business risk and impact assessments
- Use of cloud backup and replication solutions
- Data and IT management strategies, plans and programmes
- Backup and data retention systems, programmes and processes fully consider all devices in use
- Other viable solutions considered where cloud solutions are not used
- Backups checked and tested frequently
- Formal disaster recovery plans and disaster recovery testing
- Business continuity plans housed at a central location and regularly reviewed and updated
- Frequent business continuity testing
- Dedicated team and resources, including specialist third parties
- Regular external penetration testing and vulnerability management
- Cloud-based denial of service solutions
- Deployment of advanced anti-malware protection, encrypted devices and constant review of firewall and other server logs
- Employee training and awareness
- Incident management response programme and dedicated team
- Physical and logical access management policy and programme
- Group data management policy and group data privacy policy and programme
- Fund administration system constituting the migration of Khanya institutional data from on-premise to Khanya cloud successfully completed in December 2025
- Service level agreements stipulating data protection requirements for third-party service providers and including clauses to provide for legal protection in the event of a breach
- Client communication strategies and programmes

Outlook

We remain committed to supporting business resilience at all times. We expect the cyber risk profile to require continuous attention as geopolitical tensions escalate and cyber tactics become increasingly sophisticated. We will continue to invest in and refine our cyber protection capabilities to maintain confidence in our infrastructure.

2 Operational breakdowns

Operational risk-related events can cause significant operational failures or wide-scale disruptions to servicing our clients.

Management mitigation

- Regular operational due diligence of processes and systems
- Performance indicators and legal clauses set up with third-party providers and regular monitoring reports received regarding performance and errors
- Succession planning and skills transfer mechanisms for critical roles
- Business continuity planning and disaster recovery planning and testing
- Business policies, process maps and standard operating procedure manuals
- Ongoing employee training
- Monitoring techniques to identify errors
- Automation programmes underway for significant processes
- Business risk and impact assessments
- Cloud backup and replication solutions
- Data and IT management strategies, plans and programmes
- Backups checked and tested frequently
- Large programme management through a dedicated enterprise project management office

Outlook

Our Khulisa initiative, which digitises Alexforbes's annual claims and contributions processes, has reduced the errors and omissions experience over a six-year period. We anticipate further gains as more automation initiatives gain ground. In addition, a significant segment of our digital programme has been integrated into our large-scale change programmes (for example, two-pot) supporting overall resilience. Our ongoing investment in automation and data management, as well as other supportive risk and control improvement programmes, reinforce overall oversight capabilities. Going forward, we see our strategic and tactical choices delivering further gains in risk and control insights and capabilities.

4 Actual and/or perceived acts of fraud, bribery and/or corruption

This risk includes any potential acts of fraud, bribery and corruption also related to money laundering, tax offences and illicit money flows.

Management mitigation

- Strong tone at the top established through governance structure, code of conduct and ethics training programme
- Group economic crime and fraud risk management policy
- Approved and communicated policies and procedure manuals ensure integrity to support claims-handling processes
- Employees trained to identify red flags before settling claims
- System controls in place to enforce segregation of duties and establish fraud detection checks
- Criminal and credit checks at onboarding of employees and on an ongoing basis
- Dedicated forensics function with further access to specialist forensic skills when needed
- Accountholder validation processes in place to detect possible fraudulent transactions

Outlook

We anticipate heightened fraud risk given the strained economic climate and the rapid evolution in technologies.

Management of fraud risk demands ongoing vigilance and we continue to invest and transform accordingly.

Operational risks continued

8 General failure in strategic execution

Ongoing strategic deployment and realignment increases execution risk given that various large-scale transformational and growth projects are underway throughout the group.

Management mitigation

- Dedicated group enterprise programme office, supported by frameworks and tools, to ensure disciplined change and benefits realisation
- Key performance indicators well articulated, relevant and measurable
- Accountability framework in place
- Executive management processes, including a dedicated quarterly business review forum, focus on strategic priorities, resource allocation and business performance management
- Leadership skill sets, competences and experience assessed and coordinated to ensure fit to optimal execution
- Approved remuneration and reward frameworks, policies and models aligned with the high-performance criteria

Outlook

By investing in robust centre-led capabilities, we maintain disciplined execution and promptly adjust our course when necessary.

9 Erosion of employee value proposition: attracting, developing and retaining talent

Failure to attract, develop and retain required talent, including senior manager roles with specific employment equity targets, can impact our ability to deliver on our strategic goals and meet regulatory requirements.

Management mitigation

- Employee well-being, strategies and programmes, including our People Promise
- Structured deployment of continued improvement programme
- Approved leave policies, including annual leave and specialist leave
- Flexible working model
- Ongoing workshops on resilience and emotional well-being
- Employee access to confidential counselling services
- Employee development programmes and learning solutions to support personal development goals
- Recruitment and retention strategies and plans including workforce, succession and capability planning
- The group's reputation for providing a high-quality work experience
- Communication strategies addressing areas that may result in loss of employee morale with associated programmes and actions
- Succession plans and business continuity solutions
- Building external pipeline

Outlook

Remote work offers flexibility and improves the employee experience. We respond to issues of isolation, decreased collaboration and the difficulty in maintaining work relationships through increased focus on team events and wellness-related arrangements.

Moving forward, given the severe economic conditions faced by many of our employees, we believe that financial hardship may contribute to further stress and may also prompt discussions regarding remuneration and rewards as well as the fairness of workload distribution.

Business risks

Our business risks comprise risks arising from the group's business decisions, the environment in which it operates and its ability to provide suitable products and services to its customers.

Our top business risks recognise our capacity to navigate shifting business and market changes.

3 Lagging digital transformation

Should Alexforbes fall behind in digital transformation, we will not be able to harness the opportunities offered by digital disruption. This can affect our ability to deliver strong, consistent, focused client service, care and experience.

Management mitigation

- IT strategy for modernisation and use of emerging technologies
- Modernisation programme deployed
- Centralised group technology to ensure governance, compliance and resource optimisation
- Enterprise project management office capability in place to discipline delivery
- Executive committee approved reprioritisation of strategic initiatives to better support delivery
- AF Connect and Digital Exits deploying benefits in tranches and ongoing efforts towards improved transactability
- AF Invest capabilities harnessed and integrated for use where required across the group
- SAMMI modernisation to improve overall multi-manager investment administration
- Ongoing AI initiatives towards workflow improvements and other innovative capabilities
- Tools and methodologies supporting client satisfaction management
- Client relationship management forums run across the organisation (for example, clients at risk forum)
- Skills and competencies formally defined, aligned to strategic objectives and scorecards and development plans, regularly assessed and corrected where necessary
- Operational standards authority and testing unit ensuring service standards are defined and adhered to

Outlook

We have increased our investments in our digital programmes for client servicing excellence and increased resilience. Our work with third-party service providers remains focused as delays in their programmes may create strategic drag internally. We consider continuous change and disruption from new technology and opportunities, from embracing cloud, application rationalisation and optimisation and the use of AI to improve internal processes, to providing client-facing solutions.

5 Quality of our advice proposition

Future litigation can result from elements of our advice proposition that are later perceived to be flawed. This can affect material components of our client base over the medium to long term and can also include poor asset allocation strategies. This risk can result in regulators believing that we have provided improper advice to specific client segments.

Management mitigation

- Strong advisory team extended to include independent financial advice and partnerships
- Standard advisory controls including disclosure notices, record of evidence, risk questionnaires and minutes of meetings
- Quality reviews of advice
- Asset allocation committee reviews and allocation decisions
- Investment committee oversight of core investment strategies
- Group legal and compliance teams scanning the regulatory environment to identify hot topic themes and ensure these are addressed within the business
- Insurance programme in place

Outlook

There is growing attention on client treatment given the cost-of-living crisis. The pursuit of alpha continues to push providers to introduce new differentiation strategies such as the introduction of Alexforbes One, alternatives, the infrastructure fund, use of the offshore allocation and introduction of ESG metrics. This introduces new risks and requires significant skills, attention and oversight.

Business risks continued

6 Insufficient management responses to macroeconomic and market trends

Significant declines in asset markets can lead to underperformance in portfolios and lower-than-expected advisory fees.

Management mitigation	Outlook
• Integrated advice proposition supported by core institutional and retail capabilities • Multimanager proposition ensuring investment portfolios offer improved long-term returns with some degree of downside risk protection • Clear client communication strategies that draw from our insights • Member communication, education and awareness programmes • Group-wide tactical team meetings considering the impact of changes in the business environment • Skilled, experienced people contributing to industry knowledge, capabilities and plans influencing policy direction and introducing market-leading thought leadership • Overall resilience in earnings built through stress testing and scenario analyses • Revenue diversification strategies and programmes, including independent financial advice networks and partnerships • Expense and workforce management strategies and plans • Innovation programmes for advice propositions and financial products • Quality control of service delivery and client engagement • Increase in complementary service offerings and expansion of client segments • Multimanager proposition, including diversification through offshore earnings stream	Market volatility suggests caution in the near term. We regularly engage with government to support the remediation of pressing economic and social issues in the country and to encourage government actions for job growth to enable South Africans to participate fully in the economy.

10 Competitor risk

This risk considers the intense competition and ongoing pressure on operating margins in a tougher, more price-conscious market.

Management mitigation	Outlook
• Relationships deepened through premium client interaction and experience • Integrated advice framework • Strong, repeatable, forward-looking manager research process differentiated experience in identifying and selecting top-rated asset managers delivering best outcomes to clients • Strategic partnerships leveraged for best practice and innovative solutions • Strategic asset allocation process includes access to traditional and alternative asset classes locally and globally • Competitive depth and breadth of talent • Product development strategies and programme to maintain leading-edge product set and innovative solutions responsive to targeted and long-run market conditions • Innovation strategies	We anticipate intense competition under tough business conditions. Our strategies will respond concomitantly to this risk.

Regulatory risk

Intensifying regulatory requirements and enhanced regulatory reporting continue to consume an increasing share of organisational investment, effort and prioritisation.

While current and emerging regulations present potential opportunities for the group, regulatory complexity and capability management continue to present challenges.

7 Non-compliance with prevailing regulations

Management mitigation	Outlook
• Established regulatory change management processes • Maintenance of regulatory relationships and environmental scanning • Financial crime compliance policies, standard operating procedure and processes • Compliance risk management plans for key regulations • Intelligent, forward-looking software used to manage regulatory scanning and projects • Training and supervision of employees • Records management processes	Our regulatory programmes remain well-capacitated and monitored and there is healthy progress in meeting core requirements in the face of increasing regulatory output. We have seen a dramatic decline in our pension fund-related exposure as we focused on improving the submissions processes (including interactions with external administrators to resolve delays in section 14 transfer processes). Financial crime compliance work continues and we note that this was selected as the Prudential Authority's flavour of the year. Additionally, the FSCA's Omni Risk Return was a focus area this year as the group participates in a pilot programme. The Financial Institutions and Markets Act came into force in Namibia on 1 May 2026 and permits a 12-month transition period. We anticipate significant efforts to comply over this period and on an ongoing basis. Locally, tax compliance matters remain top of mind as the group manages changes in regulations as well as the historic reporting errors made on retirement annuity contributions. We expect our capabilities to continue to grow and to ably support increasing regulatory demands.

Credit risk

Our main counterparties are the large South African banks that remain financially sound and, according to both the South African Reserve Bank and management at the respective financial institutions, are expected to continue to do so over the medium term.

Market risk

The majority of our currency exposure relates to certain US dollar denominated contracts, such as Microsoft, and we anticipate ongoing currency depreciation to create risks. Fee income attributable to our clients' increased investment in offshore assets does provide a natural hedge to some extent. Management is considering the costs and benefits of hedging against these risks. The group does not currently have material market risk exposure. Extreme market events, such as material market crashes, impact our fee expectations (business risk) and are assessed through the own risk and solvency processes.

Liquidity risk

Our liquidity risk management involves maintaining sufficient cash and ensuring the availability of funding through adequate cash resources and credit facilities. Monitoring of budgeted and projected cash flows from operations limits the impact of liquidity risk.

The group is highly cash-generative and has a short collection period. The group is well positioned to engage in shorter-term funding matched to cash flows to ensure maximum efficiency in its funding rates. In our multimanager operations, liquidity risk arises from unexpected lapses and withdrawals by policyholders.

Standard contractual provisions and liquidity contingency programmes are in place to ensure that the group does not suffer significant negative consequences. There has not been any material deterioration in liquidity to date. Liquidity continues to be closely monitored as the group tracks the impact of client distress, which translates into more severe cash implications. As such, the group does not currently have material liquidity risk exposure.



Performance overview

Progress against our strategy

Our revenue model

Our financial performance

Building an investment destination is a long-term commitment. It requires coherence across our propositions, consistency in how we operate and communicate, and alignment across the organisation.

Sibusiso, Philasande Gwala, Sesona Ntsaluba, Yonela Temela and Renaldo Mohale, with Yobanathi Klaas as reserve sailor, dedicated themselves to training and preparing for the race. In the months leading up to it, they built an unbreakable bond founded on discipline under pressure, clear communication, and trust in their abilities as a team and as individuals. Although the three female crew members had no offshore experience before the Cape2Rio race, they developed resilience to withstand 20 days at sea and remained composed and adaptable in the face of a major crisis. This was key to their success.

Progress against our strategy

We report on our progress in executing the strategic focus areas in each of our four strategic objectives.

S1 Extending leading positions across administration, retirement and health consulting and investments

Corporate

Strategic focus areas

We deliver meaningful institutional impact by:

- Retaining clients with service excellence and best-in-class, advice-led approach
- Strengthening distribution through partnerships
- Driving growth and diversification
- Responding to the changing needs of health clients
- Leveraging our administrative foundation for competitive advantage

Alexforbes's institutional advice and administration operations achieved new business growth and demonstrated operational resilience as they responded to the needs of their clients and members in fast-changing and competitive operating environments.

Our consulting teams are our primary point of contact with clients and members. They focus on client service at all touchpoints, providing advice and solutions across retirement benefits, investments, health and life benefits and increasing client engagement through digital channels. Our consultants, advisers and IFAs are equipped with proprietary financial advice and solutions for our institutional clients, corporate clients and individual members.

Retirement consulting

Retaining clients with service excellence and a best-in-class, advice-led approach

Client engagement and service excellence were the primary drivers of client retention and new business growth. The group's investments in digital capabilities and operational efficiencies enhanced client experience and advanced our strategy to be a member-oriented brand. We were able to accommodate a significant increase in the number and complexity of two-pot claims volumes. Using AI to enhance meeting preparation and management improved our service efficiency and freed up more time for consultants to advise clients. Insights gathered from our Member Insights™ reports enabled our consultants to identify specific client needs among employer funds and respond with appropriate solutions and interventions.

Strengthening distribution through partnerships

Building collaborative partnerships with IFAs is an important element of our strategy to diversify distribution channels for our products and solutions.

Driving growth and diversification

Alexforbes's 60%-owned subsidiary, TSA Administration, provides valuable opportunities for diversification and growth. As an independent provider of institutional group risk insurance administration services, TSA complements our insurance binder business and offers our consultants direct access to a range of insurers. TSA's long-standing relationships with more than 600 IFAs represents significant opportunity to diversify our distribution channels.

ALEXFORBES ONE UMBRELLA FUND

Alexforbes launched its single umbrella retirement fund offering to the market in September 2025.

Alexforbes One combines the best features of the Alexander Forbes Retirement Fund (launched in 1997) and the AF Access Fund (launched in 2010) into a unified, future-ready fund that gives advisers and employers access to the full spectrum of Alexforbes solutions. The fund is available to our internal consultants and to IFAs and their clients.

Over the past year, the Alexforbes One platform has experienced asset growth and an increase in active membership records with umbrella fund assets under management exceeding R197.7 billion and membership records increasing to 524 266 at the end of March 2026.

These developments reflect the positive responses of employers and advisers to the platform's streamlined processes, robust administration and enhanced flexibility, which enable the delivery of tailored, impactful guidance to members.

Digital enhancements during the year supported adviser engagement and new business growth. The enhancements include:

- New digital enablers such as the adviser resource portal and online application form
- Automated new-business quotations that accelerate proposal turnaround times

Backed by more than 29 years of experience, Alexforbes One is managed by a board of eight professional trustees, four of whom are independent, and led by an independent chair. The fund is administered by Alexander Forbes Financial Services and supported by accredited IFAs and Alexforbes consultants.

With our robust governance framework, well-established operating structures and a successful regional roll-out, Alexforbes One now stands as a stable foundation for continued expansion. This positions us to adapt to the evolving needs of the retirement fund market and to drive sustained member engagement.

Health consulting

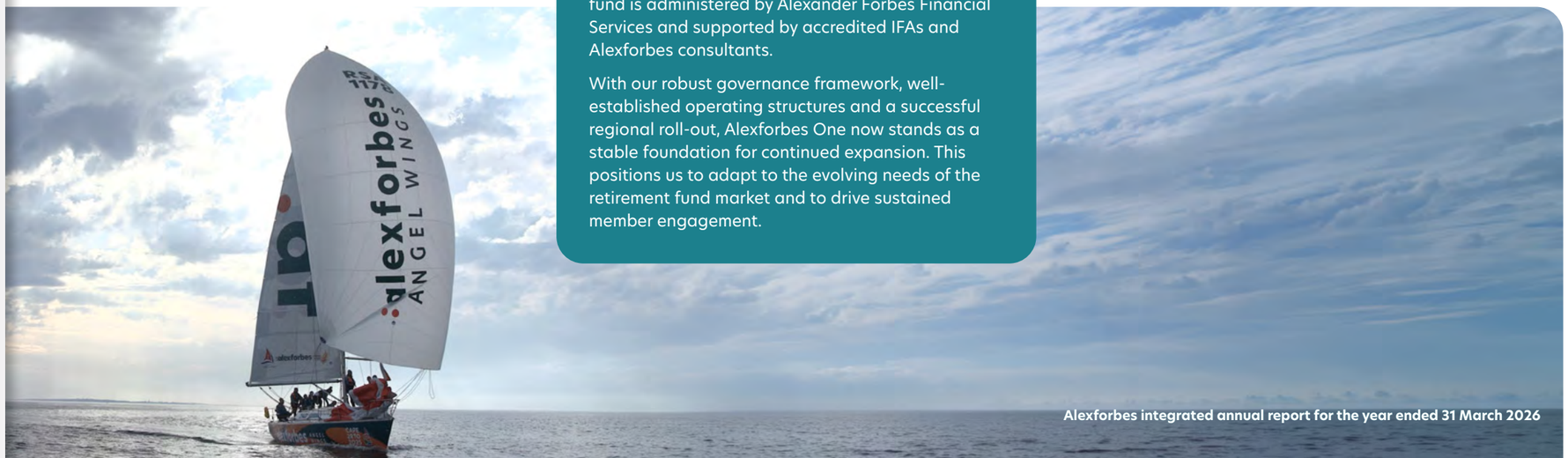
Responding to the changing needs of health clients

The health consulting business remains the largest healthcare adviser across all major medical schemes and is currently the largest health risk manager in South Africa despite the loss of two major clients in a competitive market. Strengthening key client relationships at executive and decision-making levels, differentiating its offerings and driving operational efficiency were key focus areas in 2026. In response to rising demand for low-cost health insurance and medical aid options, the health consulting business trialled an integrated value proposition with clients to reduce costs and improve value.

As part of our core consulting function, we helped clients and members navigate the complexities of managing health benefits amid increased regulatory reform and cost pressures. Our dedicated health advisory call centre responded to 24 690 calls while more than 104 000 member and client queries were managed through on-site support and virtual advice consultations.

Financial needs analyses and targeted communication with overinsured and underinsured members resulted in average savings of R3 996 per month for overinsured members who acted on our advice.

Initiatives to drive cost efficiencies and alleviate administration burdens through the adoption of AI, robotics and process automation yielded significant efficiency gains for our business and our clients with a corresponding reduction in reliance on temporary resources and outsourced service providers.



Progress against our strategy continued

S1 **Extending leading positions across administration, retirement and health consulting and investments** continued

Operations

Leveraging our administrative foundation for competitive advantage

Operational excellence underpins the strength and resilience of our operations, influencing our ability to retain and grow our client base and improving financial outcomes for members through an optimised and integrated Alexforbes experience.

Building capacity for growth, operational efficiency and service excellence

During 2026, the operations and IT teams focused on our major project to build a single fund administration system. Our activities included:

- Moving the group's underlying fund administration platform (Khanya) to the cloud to increase system capacity and functionality in a cost-effective manner
- Modernising and migrating more digital capabilities and workflow solutions to the cloud to improve operational efficiency and customer engagement and experience
- Modernising the investment multimanager administration platform and moving it to the cloud over two years with the first phase completed in April 2026
- Planned consolidation of other systems into Khanya (including the Botswana and Namibia funds) followed by the decommissioning of legacy systems and capabilities to reduce costs and limit dependencies on third-party providers
- Modernising business processes, building the internal skills required to leverage data insights and adopt emerging technologies, including AI, to ensure the group's IT infrastructure supports its strategic direction and growth targets

Increasing engagement and enhancing the experience of clients, members and advisers

Our digital capabilities were further enhanced to improve the functionality and increase self-service capabilities on the AF Connect and AF Invest engagement portals for employers, members and individual investors.

Driven largely by two-pot related transactions, AF Connect user volumes peaked at 1.4 million during March 2026. Adviser Connect user volumes also increased as advisers used the portal's client management capabilities and AI-automated client leads.

We have strengthened our self-service capabilities through the introduction of a virtual agent enabling members to obtain timely assistance with retirement fund claim enquiries. In addition, we have developed an intelligent chatbot to support call centre agents and administrators enhancing service accuracy, consistency and response efficiency when assisting members.

Our focus on automation and process efficiencies has reduced duplication, improved standardisation and, where applicable, introduced automated activities to support greater speed of execution and accuracy.

Since inception of the two-pot system, we have processed over one million two-pot claims, including over 220 000 in March 2026 alone, as households accessed savings amid increasing financial pressure.

Two-pot legislation resulted in a >200% increase in transaction volumes, a >120% increase in transactions per person and more complex claims management (claims now have various pots, different tax treatments and more options for members). Despite these challenges, we achieved the following outcomes in 2026 as a consequence of our enhanced administration and digital solutions:

Nearly 100% of two-pot claims were received through our digital channels

Two-pot claimants received their payments in an average of approximately five working days

Managing cybersecurity, data privacy and protection and AI risks

Cyber risks increase in line with rapid technology advances. Alexforbes continues to strengthen cybersecurity and disaster recovery controls to protect the data of the group, its clients and members and safeguard data privacy.

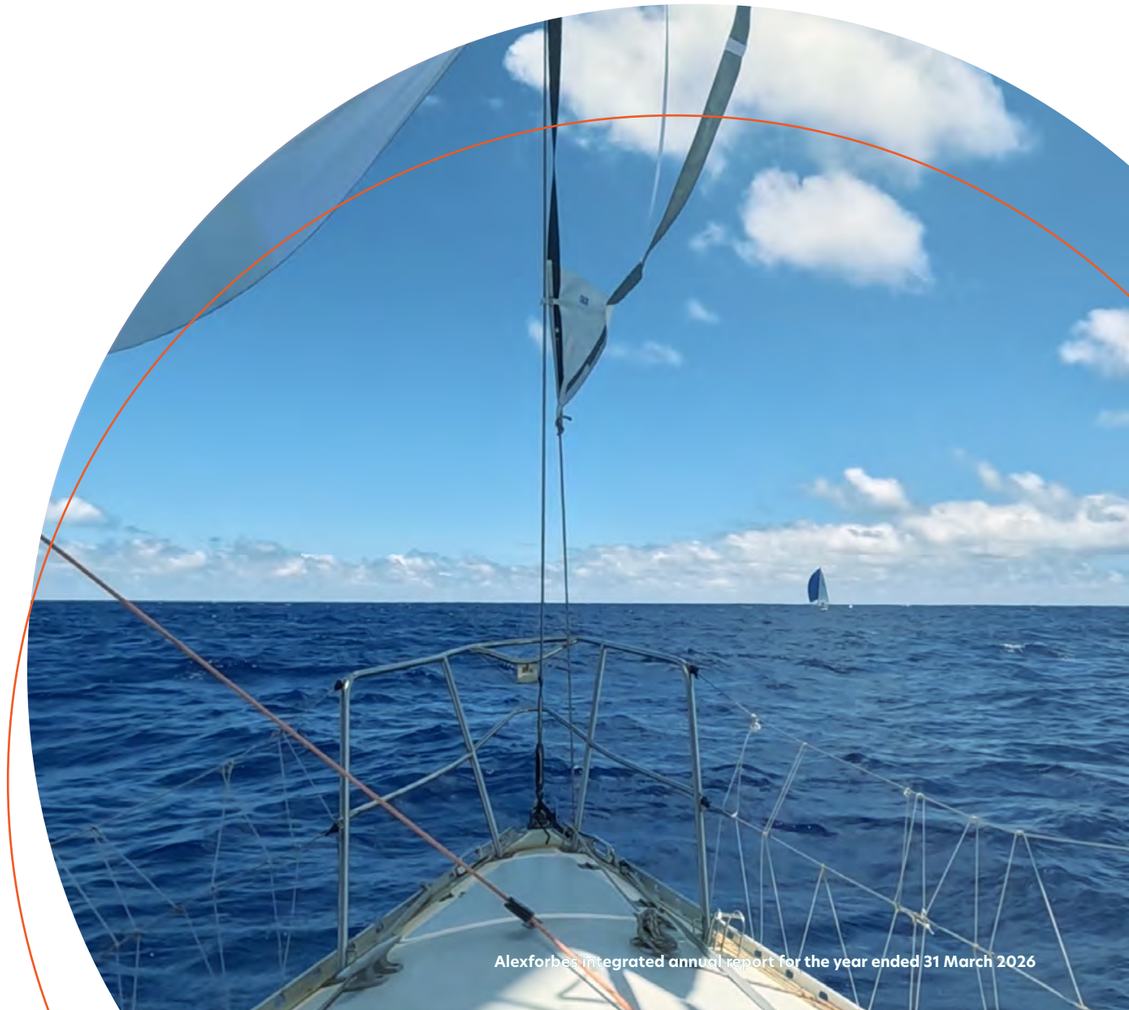
The group adheres to all standards and International Organization for Standardisation (ISO) requirements for managing cybersecurity and data privacy and protection risks, including alignment with the new joint standard requirements for cybersecurity practices and IT governance and risk management for financial services institutions.

As we increase our use of emerging, disruptive and innovative technologies such as AI to achieve specific objectives, we ensure that the appropriate governance is in place to support responsible adoption. AI initiatives operate under a structured framework. An AI policy, approved by the audit and risk committee, guides our approach to the use of the technology. An AI steering committee chaired by the group CEO and supported by working committees across the organisation and a central AI centre of excellence guide and monitor implementation.

Several AI use cases were developed during 2026 to support specific interventions. These include applying AI to end-to-end processes such as document and decision workflows, knowledge retrieval, meeting outcomes and action tracking and repetitive administrative steps that slow service delivery. The intent is to drive measurable gains in cycle times, consistency and capacity across client-facing and operational teams while maintaining appropriate controls over data and output quality.

Employees receive routine online training to manage cybersecurity and data privacy risks. Retirement consultants advise retirement fund clients on data protection and compliance with regulations governing cybersecurity and data privacy and protection.

Read more about **IT governance** on page 97 and **our material risks** from page 49.



S1 **Extending leading positions across administration, retirement and health consulting and investments** continued

Investments

Strategic focus areas

We retain clients and secure new institutional and retail business by:

- Building our brand as an investment destination
- Delivering exceptional investment performance
- Strengthening client relationships by expanding services and solutions
- Offering the right solutions to meet client needs
- Expanding our alternative solutions
- Expanding solutions, services and support for retail clients, including IFAs

Building our brand as an investment destination

Our best-in-class multimanager approach and leading market and manager research underpin our investment performance, enabling us to select top-rated managers across a range of asset classes and investment strategies and blend these into our solutions. Our approach consistently delivers competitive risk-adjusted returns that navigate market volatility, build investor trust and create wealth for retirement fund members and our retail clients.

During 2026, we strengthened our investment team by appointing:

- Dedicated chief investment officers for our institutional, retail and private markets solutions to support our commitment to core institutional clients while enhancing our service to retail investors and improving our position in private markets
- Increased asset manager and sustainability research capacity, adding further weight to our manager research and the incorporation of ESG factors into our investment process
- A dedicated function to focus on portfolio management, investment strategy and solutions to stay abreast of changing markets and investor preferences

Our commitment to building the Alexforbes brand as an investment destination of choice was rewarded with two Raging Bull awards. The South African Manager of the Year Award recognises sustained results across a broad range of funds over multiple years, underpinned by disciplined risk management and a consistent focus on delivering outcomes. We received further external validation by winning the 2025 Africa Global Fund Service Providers Awards for best investment survey provider and best investment administrator: pension funds. The latter attests to the strength of our investment administration capability in a changing environment.

In 2027, we will launch a campaign to profile our business as an investment destination for retirement funds, institutional investors, financial advisers and individual clients.

Read more about **Our investment destination** on page 15.

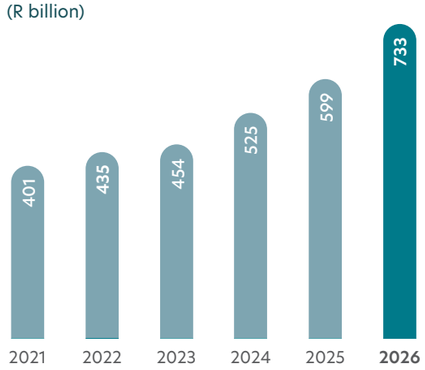
Delivering exceptional investment performance

South Africa's largest multimanager

Alexforbes retained its position as South Africa's leading multimanager by assets under management.

Strong growth in total assets under management and administration supports our reputation as a preferred investment partner capable of delivering consistent value and wealth creation for our clients and members.

Alexforbes assets under management and administration
(R billion)

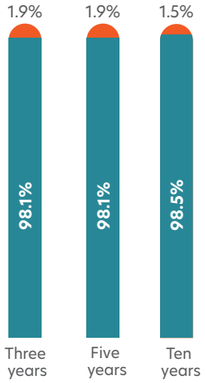


Strong outperformance across core institutional and retail solutions

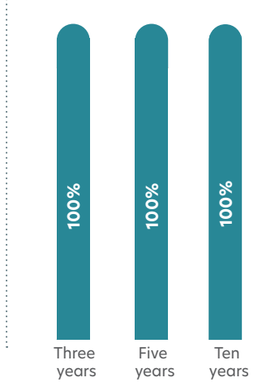
Over the past decade, the majority of our solutions have consistently outperformed their benchmarks over three, five and ten years. This outcome reflects our ability to identify investment opportunities and select managers with the potential to outperform over time. This enables us to deliver reliable outcomes and enduring value for clients across market cycles.

Investment performance (weighted asset values)

Core range of life pooled portfolios



Core range of unit trust portfolios

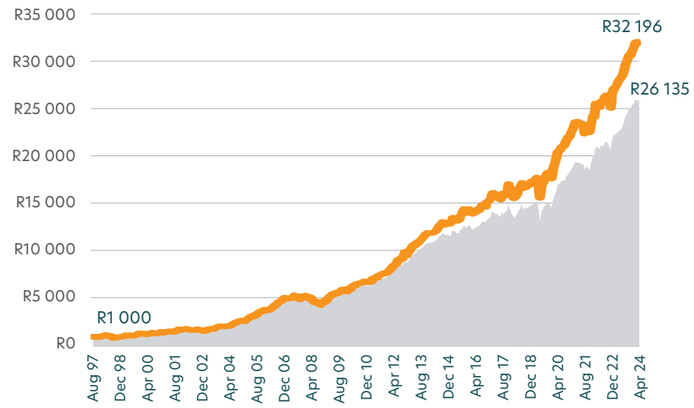


Outperformance Underperformance

Our multimanager investment approach adds value over time

Performer, our flagship portfolio, remains a core portfolio in our offering and a meaningful contributor to client outcomes. Closing assets under management increased to R311 billion at 31 March 2026, reflecting favourable market performance and continued client confidence in the proposition. Performance remains the key proof point. Performer continues to outperform its benchmark over one, five and ten years. It also ranks first over the ten-year period ending 31 March 2026 based on the Global Large Manager Watch survey and is in the first quartile across the one-, three-, five- and ten-year periods. These outcomes matter because they support the investment case for repeatability and discipline across market cycles rather than reliance on short-term conditions.

Performer (inception date: September 1997)



Performer

Consistently ranks in the first quartile of the Alexforbes Manager Watch Survey™ over five and ten-year horizons

Remains well positioned in volatile markets to continue achieving superior returns on a risk-adjusted basis

Beaten its benchmark over all five-year rolling periods since its inception 29 years ago

S1 **Extending leading positions across administration, retirement and health consulting and investments** continued

Strengthening client relationships by expanding services and solutions

Alexforbes achieved significant growth in returns on investment assets in 2026, buoyed by strong investment markets and record growth in retail assets under management. New client mandates and 99% client retention reflected the strength of our brand and client service as we focused on increasing client engagement and building relationships with institutional decision-makers. Increased discretionary savings contributed to growth in retail assets.

Our services and solutions were tailored to meet the needs of institutional and retail clients, including:

- Webinars and annual strategy days for client and trustee engagement, focusing on important developments such as the evolving global economic and geopolitical environment, digital transformation and sustainable investing
- Development of bespoke solutions, including solutions using our investment administration platform to facilitate easier implementation at lower cost to clients
- Appointing a new administrator with digital capability for the retail unit trust operations and migrating to the new provider to enhance our clients' experience
- Modernising our fund factsheet to make it more accessible to the institutional and retail investment markets

Offering the right investment solutions to meet client needs

Diversifying our product range to grow our retail footprint

Alexforbes enhanced and diversified its retail product range in response to client and adviser demand, restructuring a number of existing portfolios and launching a new global passive unit trust. These efforts will continue into the new financial year, including the planned launch of two retail hedge funds.

The Investment Solutions by Alexforbes DFM improves adviser services and contributes to growth of the group's retail footprint. The DFM enables IFAs to deliver services to clients using our investment manager research and multi-managed investment portfolios. In 2026, a key focus was on offshore solutions and the creation of a Global Equity model portfolio. The next phase will focus on previously inaccessible investment classes such as hedge funds, private markets and infrastructure investments for diversification. A new co-branded unit trust funds offering attracted new retail IFA clients during 2026.

Demonstrating our commitment to private markets

Our ten-year focus on private markets has added significant value to our investment solutions. The Alexforbes Investments South African Private Markets Programme has over R11 billion in assets under management across private equity, direct property, private credit and infrastructure strategies. Our total private markets programme, including offshore private market investments, was valued at R15.2 billion in assets under management on 31 March 2026.

Infrastructure Impact Fund of Funds

The Alexforbes Infrastructure Impact Fund of Funds prioritises allocations to black-owned and black-managed investment managers, supporting the development of a more inclusive asset management ecosystem. Governance considerations are embedded throughout the investment process with managers appointed following a rigorous investment and operational due diligence process.

Targeting a fund size of R5 billion, the fund has secured total commitments of R1.65 billion, including a R1 billion commitment from Alexforbes and R650 million from an additional client. To date, R750 million of this capital has been deployed. This includes a R500 million investment in an energy infrastructure fund, alongside British International Investment, the United Kingdom's development finance institution, contributing to a total fundraising of R1 billion for the underlying energy strategy, as well as a R250 million allocation to a black-owned asset manager operating in the affordable housing sector. The remaining committed capital will be deployed over time, including a R250 million private credit investment earmarked for mid-2026.



Growth markets

Our growth markets business is positioned as Alexforbes's pan African growth engine, delivering integrated benefits, retirement, investment, actuarial and health solutions to institutional and retail clients across Africa through strong global partnerships and differentiated execution. The business actively positions Alexforbes as a market-leading advisory and administration brand, leveraging scale and delivering services to clients across 45 African countries, supported by 27 partner firms.

During 2026, we strengthened asset management and investment consulting propositions in the key markets of Namibia, Botswana and Kenya and launched a joint venture in Kenya through our Octagon partnership, primarily to provide retirement fund solutions aligned to the country's National Social Security Tier 2 regulation.

We continued to build global investment services across Africa, supporting the cross-border investment needs of institutional clients, and developing integrated offerings across retirement, health, risk, investment and employee benefits advisory for multinational clients. Our health consulting expanded in Botswana and we are pursuing further growth opportunities linked to evolving regulatory frameworks in Nigeria.

Several efficiency enhancements improved client outcomes, notably:

- A benefits payment framework implemented in Botswana halved claims turnaround, materially improving member experience, strengthening client retention and contributing to operational efficiency and financial resilience in a highly challenged market.
- The Project Rainbow automation platform launched in Jersey improved service efficiency and employer experience, expanding digital self-service, allowing for better client experience, fewer manual touchpoints and improved real-time processing.

We remain focused on opportunities to retain, win and service client mandates by leveraging regulatory reform, digital scale and partnerships, and continue building our brand and client value proposition.

S2

Transforming into the most inclusive retail financial advice firm in South Africa

Retail

Strategic focus areas

Making financial advice and investing more personal, accessible and empowering for individuals and their advisers by:

- Strengthening our core channel of engaging and serving Alexforbes members
- Diversifying into growth segments, including partnering with IFAs and serving customer channels directly digitally
- Transforming the technology ecosystem
- Developing new advice-led solutions

Alexforbes makes financial advice available to more than 1.3 million members in its retirement fund base by:

- Deploying our human advisers to serve every member at each of our corporate clients
- Harnessing technology to deliver automated advice at scale via our digital capabilities
- Ensuring that the demographic composition of our adviser force reflects our client base

During 2026, we accelerated our retail strategy, enhancing our member engagement, increasing our adviser force and securing new business. This resulted in 15% growth in retail assets under advice and 21% growth in retail assets under management.

Strengthening the core channel of engaging and serving retirement fund members

Our adviser force provides financial and investment advice to individual members of the retirement funds Alexforbes administers either as they join a fund or leave to change jobs or retire. Our rapidly transforming adviser force engages through the age spectrum, serving the needs of GenXers and Millennials who inherit wealth.

During 2026, we grew our adviser base to 315 advisers (2025: 279). New advisers completed a 36-month structured training and coaching programme. As a key source of leads, our member engagement continues to grow.

Diversifying into independent and self-service channels

To increase our footprint in the retail market by expanding our network of IFA partners, we developed an IFA value proposition and business development capabilities. Sales representation in each of the major provinces commenced sales activities during the year.

Our Investment Solutions by Alexforbes DFM, combined with the group's underlying investment assets, provides IFAs with the opportunity to build customer portfolios using our advisory and investment capabilities.

Transforming our digital ecosystem

To connect with individual customers, Alexforbes relies on communication channels that enable engagement with members and financial advisers. The group has developed the following digital communication portals to make it easier and more secure for members to engage with us:

AF Connect

A secure portal for retirement fund members to access information about Alexforbes benefits and products, manage their portfolios, stay updated on product changes and make informed financial decisions.

AF Invest

A personal investment platform within AF Connect offering a digital customer experience, automated advice and transactability.

Adviser Connect

A bespoke platform for Alexforbes advisers to engage and serve clients.

During 2026, we made significant progress in improving the technology available to the individual consulting business, allowing for a seamless experience in onboarding and servicing our advisers' clients and enabling the business to compete for the growing DIY investment market.

Developing new advice-led solutions

Alexforbes strengthened its advice-led retail investment solutions with focus on offshore solutions provided by the Glacier Partners: Alexforbes offshore platform. New products and services planned for the year ahead include estate planning services, offshore endowment funds, unit trust portfolio solutions and exchange-traded funds.

Supporting better financial outcomes

Through our digital communication solutions and retirement seminars, we engaged over 650 000 members during 2026. Our counselling and education to a broader audience attracts new clients and improves retention rates.

Alexforbes's eRBC is the largest counselling capability in South Africa. We also offer the Alexforbes Retirement Income Solution (AFRIS) to help members plan and navigate their retirement journey and we promote the use of in-fund preservation options.

High-quality advice, counselling and financial education is provided to all retirement fund members through our online and in-person channels. Outbound WhatsApps at key retirement fund stages create awareness of the availability of counselling and advice.

Counselled
31 447
members
(2025: 18 745)
through our eRBC

Our **My Money Matters** portal provides targeted support across curated member journeys with access to financial advice, learning opportunities and eRBC

Members engaged
650 394
(2025: 461 816)
individuals, including pre-retirement webinars and financial wellness days

Our **digital exits tool** increased active preservation decisions and improved understanding of the options available to them at various potential exit stages from a retirement fund

The Alexforbes Rewards loyalty programme provides benefits to retirement fund members such as coupons to purchase discounted items from various retail outlets.

Closing the estate planning gap for every member

Alexforbes has entered into a strategic partnership with Capital Legacy to create long-term financial resilience and dignity in legacy planning by offering all retirement fund members professional will drafting, estate indemnification and financial advice. These services will:

- Increase the number of South Africans who have valid and updated wills
- Protect families from financial strain associated with estate costs
- Promote financial literacy and responsible wealth transfer

S3 Having real-world impact through our sustainability intent

Alexforbes focused on strengthening its impact advisory services to retirement funds and corporates while embedding its own sustainability strategy internally.

Impact advisory

Strategic focus areas

To achieve our intent, we:

Grow the Impact Academy

Position the Retirement Fund of the Future™ as leading best practice for sustainability within retirement funds

Integrate Paragon Impact and introduce new initiatives, including impact-focused products, to strengthen advice, advocacy and scale

Develop partnerships for regulation, positioning and distribution

The group's sustainability strategy is overseen by a management sustainability committee, reporting to the group setco. Sustainability performance is tracked through a management framework and linked to respective scorecards where relevant to ensure that sustainability factors are embedded into our business processes.

Our impact advisory offerings were enhanced during the year by:

- Maturing and enhancing the Alexforbes Impact Academy, focusing on additional thought leadership and specific regulatory developments such as King V
- Embedding the Retirement Fund of the Future™ design and philosophies into best practice frameworks and advice
- Developing an initial offering of sustainability services and solutions for corporate clients
- Making progress in integrating Paragon Impact solutions into our client offerings and investment processes
- Fully integrating the Retirement Fund of the Future™ and the impact reporting capability delivered by Paragon Impact into the Alexforbes One design and offerings
- Launching the inaugural annual Alexforbes Paragon Impact Awards™ grading of the JSE top 100 companies. We also intend creating an index based on the top-performing impact companies and developing solutions to track this index over the coming months

We led industry discussions linked to the introduction of mandatory sustainability reporting currently under consideration in South Africa. Key initiatives include:

- Conducting a national market sentiment survey on sustainability reporting in South Africa. The survey was used as an input into the national policy development process with elements of the results feeding directly into the Department of Trade, Industry and Competition (dtic) regulatory impact assessment to evaluate adoption of the IFRS sustainability standards
- Our appointment to the national Adoption Readiness Working Group within the national sustainability reporting policy process and nomination as chair of the investor cluster in the working group

We continue to improve our internal sustainability initiatives aligned with national and sectoral sustainability disclosure guidance and regulation.

During 2026, we:

- Conducted a DMA in line with best practice to embed and evolve our sustainability management practices
- Early adopted King V
- Performed a gap assessment of our sustainability disclosures against key standards and frameworks and are proactively enhancing our approach to disclosure ahead of anticipated mandatory sustainability reporting requirements

Read more in the **Sustainability report 2026,** page 29.



S4

Demonstrating a meaningful positive impact on the stakeholders we serve

Real-world impact

Alexforbes seeks to embed sustainability and ESG considerations throughout its business in its role as a leading corporate citizen, a trusted adviser to clients and retirement fund members and an investment multimanager.

Strategic focus areas

To achieve our vision, we focus on:

- Treating customers fairly
- Contributing to economic sustainability and inclusion
- Making a real-world impact through our corporate social investment
- Influencing responsible investing in the asset management industry

Alexforbes's sustainable transformation framework drives our transformation initiatives and includes specific objectives aligned with the Amended Financial Sector Code, B-BBEE Act requirements and the UN SDGs. We have been a signatory to the UN Global Compact and the UN Women's Empowerment Principles since 2020.

Treating customers fairly

We support our clients and members through research and insights to help them make informed financial decisions and reduce financial stress.

Our support includes:

- Research and design of tools and solutions to improve retirement outcomes
- Pre-retirement sessions
- Financial wellness days
- Hot Topics discussions
- Member education

Assuring the quality of our advice

The principles of TCF are embedded in our business and operations and overseen by the board's setco.

Risks to customers may arise from unsuitable advice, inadequate disclosure, operational failures or cybersecurity incidents. We mitigate these risks by applying professional standards, adviser training, quality assurance processes and robust controls.

Digital transformation initiatives are also designed to enhance transparency, accessibility and convenience for clients while maintaining appropriate safeguards.

Contributing to economic sustainability and inclusion

Alexforbes is a Level 1 B-BBEE contributor but our transformation vision goes beyond the regulatory requirements of the B-BBEE codes. Supporting South Africa's transformation agenda is an important aspect of our responsibility to society.

We implement our transformation goals through the sustainable transformation framework, which outlines specific objectives aligned with the Amended Financial Sector Code, B-BBEE Act requirements and the UN SDGs.

Preferential procurement in 2026

92% **of our procurement was spent locally**

R1.9 billion **preferential procurement spend with B-BBEE compliant suppliers**

6% **was spent with qualifying small enterprises (QSEs)**	8.7% **was spent with exempted micro enterprises (EMEs)**	16% **was allocated to black women-owned enterprises**

Alexforbes's enterprise and supplier development (ESD) programme aims to build capacity and support black-owned and black women-owned SMMEs to promote their growth with specific focus on black asset managers. In 2026, total recognisable spend on ESD initiatives amounted to R18.8 million.

Investments transformation policy impact

The Alexander Forbes Investments transformation policy, introduced in 2022, is designed to promote diversity and broad-based representation in the asset management industry, going beyond compliance with B-BBEE regulations to create a meaningful contribution to the sustainability and relevance of South Africa's asset management industry.

Since launching the policy, we have engaged in over 200 formal and informal interactions with asset managers. We have observed improvements in the diversity of investment teams, management teams and B-BBEE levels across the asset management industry although there are still areas for improvement in black representation in senior management and black female representation in the investment teams of some organisations.

Over the three-year period ending 30 June 2025, the progress of managers is summarised as follows:

- **54% of asset managers** in our portfolios have met all four of the policy requirements, up from 49% in 2022
- Almost **69% met three out of the four criteria**
- **80% of asset managers** attained a **minimum Level 3 B-BBEE contributor status**
- Increase in black and female representation in investment teams, with an increase in black representation in senior management, the strongest improvements among hedge fund managers

Read more in the **Sustainability report 2026,** page 49.

Making a real-world impact

Our corporate social investment and socio-economic development initiatives are managed by the independently governed Alexforbes Community Trust. During the year, the trust continued to support projects focused on:

- Poverty alleviation
- Care and support for vulnerable groups
- Education and youth empowerment
- Economic inclusion

1 980 Alexforbes employees registered to participate in community projects organised by the group's 'I am Impact' employee volunteering programme.

Responsible investing

Our approach to responsible investing is to ensure that our investment decisions integrate factors that materially affect the sustainable performance of assets and the interests of our clients and community and society stakeholders. These include ESG and broader systemic issues such as climate change, sustainable development and active ownership. Alexforbes has been a signatory to the Principles for Responsible Investment (PRI) for over a decade and we have maintained strong ratings, consistently scoring above our global peers across most reporting modules. The group endorses the Code for Responsible Investment in South Africa. We are represented on the board of the Association of Savings and Investment in South Africa.

Responsible investment considerations have been incorporated into our multimanager portfolios since we released our Responsible Investing manifesto in 2012. This framework is applied across asset classes and investment strategies, translating responsible investment principles into practical portfolio construction, manager research and ongoing oversight. Within our alternatives and private markets platform, this approach was demonstrated through solutions such as the Alexforbes Infrastructure Impact Fund of Funds, which was designed to deliver measurable social and economic outcomes alongside competitive financial returns. The Alexforbes Infrastructure Impact Fund of Funds was impact graded by Paragon Impact, providing independent impact analysis and ongoing monitoring of the underlying investments.

This integrated capability strengthens our ability to verify real-world outcomes over time, clearly articulate impact performance and support transparent, ongoing engagement with clients and stakeholders on how responsible investment considerations influence both risk-adjusted returns and positive societal outcomes.

Read an overview of our **2025 PRI assessment** in the **Sustainability report 2026**.

Climate change

Climate change presents systemic risks and opportunities that can influence the long-term resilience of the global economy and the performance of investment portfolios. While climate risk integration in South Africa has historically lagged some developed markets, climate-related risks and social dependencies in the local context are significant. Accordingly, Alexforbes adopts a more proactive approach to climate-related considerations with climate embedded in our responsible investment approach and supporting policies.

The board is ultimately responsible for material sustainability risks, including climate change and delegates authority to the setco. The group climate change policy and the Alexforbes Investments climate change policy inform initiatives to raise awareness among stakeholders such as suppliers and clients in our value chain.

Alexforbes's Impact Advisory offers clients climate change training and advisory, including stress testing, monitoring and management solutions.

Read more in the **Sustainability report 2026,** page 77.

Our revenue model

We derive our revenue from the fees we earn through administration, consulting services and asset-based fees. Our revenue is segregated by type, categorising it by service and driver and on the basis of the fee calculation.

The recurring advice-led service fee income (about 45% of revenue) comprises fee income from services rendered to clients, monthly administration (either on a fee per member or a percentage of salary contribution basis), consulting fees, actuarial fees and commission income. As a material proportion of the group's income is linked to pension contributions, we are affected by the macroeconomic drivers of employment and wage inflation.

A key component influencing the group's revenue is the underlying asset base from which fees are earned. The asset-based fee income comprises the larger proportion of our revenue (about 55%). Fees linked to the asset base include revenue from multimanager activities, administration fees and fees charged for financial advice. Therefore, it is important that we grow assets through new business flows and asset performance.

Some revenue drivers have an immediate impact and others have a lagging impact. For example, new health clients report revenue almost immediately after appointment. However, there is a much longer lag before the negative impact on revenue is reflected when an investment or administration client leaves.

Disaggregation of operating income

(total % of rand contribution net of direct expenses)

Asset-based fees

55%

Institutional asset flows

Individual asset flows



Advice-led service fees

45%

Institutional

Retail

1 *Group operating income includes R42 million (2025: R58 million) in technology service fees related to the EBS International business that forms part of the group centre (and reported as other operating income).*

Corporate

41%
R1 975 million
(2025: R1 866 million)

Consulting and advice fees	Administration fees	Commission	Investment management fees
R347 million (2025: R320 million)	R1 025 million (2025: R981 million)	R373 million (2025: R377 million)	R230 million (2025: R188 million)

Investments

33%
R1 585 million
(2025: R1 354 million)

Consulting and advice fees	Investment management fees
R44 million (2025: R43 million)	R1 541 million (2025: R1 311 million)

Retail

16%
R768 million
(2025: R665 million)

Consulting and advice fees	Administration fees	Investment management fees
R491 million (2025: R425 million)	R36 million (2025: R30 million)	R241 million (2025: R210 million)

Growth Markets

10%
R478 million
(2025: R454 million)

Consulting and advice fees	Administration fees	Commission	Investment management fees
R196 million (2025: R179 million)	R177 million (2025: R156 million)	R19 million (2025: R19 million)	R86 million (2025: R100 million)

Drivers

● Payroll expense ▲ Commission ○ Ad hoc and transaction fees ■ Members ✳ Asset-based

Refer to the **Our financial performance section** on the next page for more information.

Read more in the **Annual financial statements 2026**.

Our financial performance



Bruce Bydawell
Group CFO

Sustaining our financial impact

Alexforbes continued on a path of sustainable growth, supported by robust investment markets and new business growth. Sound cost management contributed to improved operating profit.

Our core consulting, investment and administration operations underpinned our financial base, supporting our growth initiatives and sustaining the financial impact for our shareholders, our clients and other stakeholders.

We continued to invest capital judiciously in our administrative base and digital transformation to scale our business while improving operational efficiencies and client experience. We accelerated our growth in retail financial markets and expanded our core services and solutions to growth markets in the rest of Africa and beyond.

Our results reflect a business that is not only performing to expectation but is positioning itself to respond effectively to future challenges and opportunities.

2026 overview

Operating environment

New operating model driving competitiveness and cost discipline

Global and domestic investment markets grew despite persistent geopolitical and trade volatility

South African GDP grew by 1.1%[1]

Domestic inflation reduced further to 3.3% in 2025 and the inflation target was lowered to 3%

The repo rate reduced by 100 basis points to 6.75%

Unemployment remained high at 31.4%[1]

Business sentiment was boosted by positive developments in South Africa[2]

Financial highlights

Operating income up 10% to
R4 848 million

Cash flow from continuing operations up 20% to
R1 472 million

Organic expenses growth restricted to
5% **excluding extraordinary items**

Robust balance sheet with group cover ratio of
2.2 times

Normalised profit from operations[3] up 22% to
R1 027 million

Final dividend per share maintained at
33 cents

Strategy execution

- Extended leading positions in core operations with client retention and new business growth
- Capital light model supports a robust financial position and contributes to shareholder value

Investment destination

- Strong institutional (R28.4 billion) and retail (R3.5 billion) net flows
- Top quartile investment returns across one, three and five years
- Closing total assets increased 22% to R733.2 billion

Retail growth

New business flows up 39% comprising:

- Advised assets up 24% to R18.7 billion
- Direct assets up 47% to R15.3 billion
- IFA assets of R2.5 billion

Digital transformation is in flight: adviser platform, integration of AF Invest and client administration

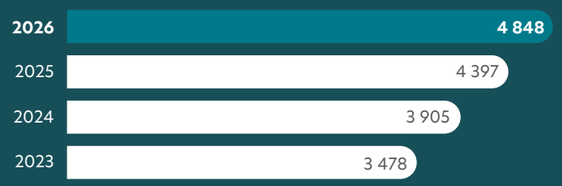
Corporate growth (Retirements)

- Efficient administration delivering over one million two-pot claims with over 220 000 in March 2026
- 17% growth in member records driven by regulatory change
- 10% retirements underlying growth, excluding the impact of two-pot fees

1 *Statistics South Africa.*
2 *Rand Merchant Bank/Bureau for Economic Research Confidence Index.*
3 *Normalised profit from operations before non-trading and capital items (excluding IFRS 16 lease adjustment).*

Consistent net revenue growth

(R million)



Alexforbes achieved robust growth in a supportive operating environment while the sustained discipline of our strategy execution delivered tangible benefits for our clients. Notable factors contributing to the 10% increase in operating income include:

- Higher average assets under management
- Positive investment performance
- Inflationary increases within our retirements client base
- High rates of client retention and strong new business growth in the investments and retail business units

Growth in operating income exceeded the growth in operating expenses, resulting in improved operating leverage. This reflects the positive impact of higher revenue growth, enhanced operational efficiency and disciplined cost management, which are key drivers of improved operating profit.

Growth driven by strong investment markets and new business growth

Corporate (R million)

2026	1 975
2025	1 866

% change
↑ **6%**

Retirements delivered a stable result. Our consultants exceeded new business growth expectations by responding effectively to the needs of institutional clients while administration teams executed effectively in a more complex environment with higher transaction volumes. Our umbrella fund closed the year with assets under management of R197.7 billion. Health consulting faced competitive and pricing pressures, including the impact of lost business.

Retail (R million)

2026	768
2025	665

% change
↑ **15%**

The retail business continued to build momentum with new and retained retail assets under advice and management up 39% to R36.5 billion. We achieved several milestones in our retail journey, including improvements to our digital platforms, AF Connect and Adviser Connect.

Investments (R million)

2026	1 585
2025	1 354

% change
↑ **17%**

The investments business delivered consistently strong performance, supported by favourable markets and exceptional new business growth, particularly in retail and platform assets. Total assets under management and administration increased 22% to R733.2 billion. External recognition at the Raging Bull Awards provides independent validation of the strength of the investment process and the consistency of delivery through market cycles.

Growth markets (R million)

2026	478
2025	454

% change
↑ **5%**

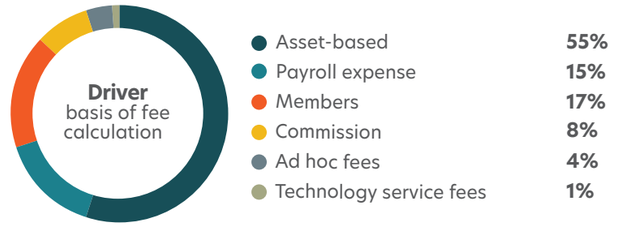
The operations in Botswana, Channel Islands and Jersey and Namibia all reported growth in operating income and steady performance in multinational consulting. The reported growth reflects changes in the classification of direct asset management fees affecting Namibia and Jersey that impact comparability with the prior year. On an adjusted basis, operating income growth was approximately 11%, reflecting stronger underlying momentum.



Quality and sustainability of operating income

The following charts demonstrate the diversity and stability of the group's operating income.





Key dependencies for income growth

- New business
- Formal employment growth and employee payroll inflation
- Cash flows from contributions, preservation and withdrawals
- Market growth in diversified investment portfolios

Risk mitigation

- Our revenue is largely annuity in nature with fees on assets collected from the underlying investment and fees on members collected from contributions to the fund.
- Other than indirect exposure to equity markets, revenue volatility is mitigated by a relatively low proportion of one-off consulting fees, ad hoc retirement fund administration services and underwriting income.
- We benefit from macroeconomic drivers of employment and payroll inflation as a material proportion of income is linked to equity markets and formal employment pension contributions.
- We have limited working capital requirements associated with revenue and have a high profit to cash conversion with minimal credit risk exposure.

Balancing cost management and growth

Operating expenses increased by 9% to R3 854 million, influenced by two significant factors:

- The cash settlement of a portion of the long-term incentive plan awards expensed in the current period that was previously equity settled. The dividend equivalents were also settled in cash, resulting in an expense in the income statement.

Read more on the long-term incentive plan (LTIP) scheme in the **Remuneration report** from page 133.

- The prior year IFRS 16 lease adjustment following the renewal of our head office lease, which was concluded in September 2024. The cash cost for premises decreased 31% after implementation of the new head office lease. In line with IFRS 16 requirements, lease agreements are accounted for separately as long-term finance leases. This accounting treatment is excluded when calculating normalised earnings.

Excluding these factors, growth in the underlying operating expenses was contained at 5%, as reflected in the table alongside.

R million	2026	2025	% change
Personnel costs	**2 511**	2 350	7
Technology costs	**609**	519	17
Premises (operating cost)	**143**	207	(31)
Professional fees	**156**	166	(6)
Other expenses	**381**	366	4
Underlying operating expenses	**3 800**	3 608	5
Cash settlement of LTIP awards	**51**	–	–
IFRS 16 lease adjustment	**3**	(70)	nm
Total operating expenses	**3 854**	3 538	9

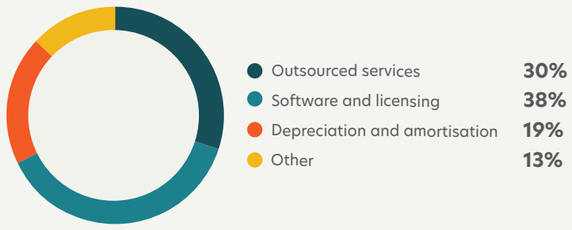
Personnel costs

Personnel costs increased 7% year-on-year, with payroll costs up 5% reflecting modest headcount growth and annual inflationary salary adjustments, while incentive costs increased 17%, driven by improved business performance.

Technology costs

The planned increase in technology investment supports Alexforbes's resilience, scalability and responsiveness to evolving client and market demands. The increase is largely driven by:

- Higher software maintenance and licensing costs, including licence changes and the introduction of new platforms
- Increased use of outsourced services, reflecting the continued evolution of the operating model
- Ongoing investment in modern digital platforms, resulting in a higher capital base and associated depreciation and amortisation



A resilient balance sheet: capital light and cash generative

The group balance sheet remains financially robust, supported by cash from continuing operations. This creates the capacity for further investment in growth opportunities and the payment of annual dividends to shareholders.

The group reported a regulatory surplus of R1 191 million, with a capital cover ratio of 2.2 times, comfortably above the group target solvency ratio of 1.2 times.

Cash flow generation remains strong with continued high conversion of operating profit from continuing operations into cash. Cash flow from continuing operations increased 20% R1 472 million, driven by timing differences in working capital. The group's available cash position stood at R860 million as at 31 March 2026.

The return on equity improved to 21.2%, relative to our target of above 14%. The group's debt to equity ratio was 14.4% at 31 March 2026.

Capital, available cash and return on equity

R million	2026	2025	% change
Average equity[1]	**4 084**	4 140	(1)
Average tangible NAV[2]	**2 658**	2 747	(3)
Own funds	**2 162**	2 386	(9)
Solvency capital requirement	**971**	1 038	(6)
Regulatory surplus	**1 191**	1 348	(12)
Available cash before payment of dividends	**860**	700	23
Return on equity[3] (%)	**21.2**	20.8	nm
Return on tangible NAV[4] (%)	**32.6**	31.4	nm

1 Average equity excludes policyholder treasury shares held for benefit of policyholders and shares purchased in terms of share schemes (voting rights attached to these treasury shares are not Alexforbes rights).
2 Tangible net asset value (NAV) excludes goodwill and intangible assets.
3 Return on equity is based on LTM.
4 Return on tangible NAV is based on LTM.

Dividend payments: returning cash to shareholders

The dividend policy remained unchanged at a target range of 1.0 to 1.5 times earnings cover with dividends determined with reference to normalised headline earnings.

A gross final cash dividend of 33 cents per share was declared for the period ended 31 March 2026. The final dividend, together with the interim dividend of 24 cents per share, results in a total annual dividend of 57 cents per share. The total annual dividend is up 4%.



How we are governed

Impeccable governance
Our board of directors and leadership
Data, information and technology governance
Combined assurance
Risk management
Compliance management

As the custodian of our clients' retirement funds and investments, we earn their trust and loyalty by upholding the highest standards of regulatory compliance and ethical conduct.

When Sibusiso and two crew members sailed Alexforbes Angel Wings back to South Africa after the Cape2Rio race, they encountered severe weather conditions. At 2am one morning and 900 nautical miles from Brazil, they suffered a catastrophic dismasting and their rig collapsed. Once again, under extreme pressure and in a dire predicament, Sibusiso had to prioritise their lives. To prevent the rig from striking the yacht and putting the vessel at risk of sinking, the crew cut it away from the boat. They then sent a distress signal and the closest vessel, MV Bryant, a bulk carrier headed for Singapore, was only four hours away and was diverted to them by the international Maritime Rescue Coordination Centre. With a heavy heart, Sibusiso had to scupper their beloved yacht – a mandatory action when a boat is abandoned at sea. After 10 days on board, the MV Bryant passed the Cape of Good Hope and the South African Navy intercepted the ship and graciously transported the crew safely home to a hero's welcome in Simons Town.

Impeccable governance

As a responsible corporate citizen, we conduct our business in an ethical manner and in compliance with all applicable laws and regulations. Our operations are underpinned by good governance, integrity, transparency and accountability.

Governance philosophy, framework and approach

The Alexforbes board of directors (the board) is the highest governing body and custodian of corporate governance. We believe that good governance is critical to strategic decision-making and the long-term sustainability of our business, our stakeholders and society. The board is satisfied that the company's purpose and values are embedded in its activities and outputs, delivering impacts and outcomes consistent with responsible corporate citizenship.

Our governance philosophy is guided by policies, standards and processes that ensure regulatory compliance but we are driven to perform beyond mere compliance.

The group governance framework, supported by the delegation of authority framework, defines and governs the relationship between the board's strategic group-wide decision-making and oversight, and that of subsidiary boards. Policies, standards and processes are standardised group-wide where possible. Subsidiary boards delegate certain matters to the group board and committees, group executive committee and/or in-country management teams, where applicable, without limiting the legal accountability of subsidiary board directors and local jurisdictional requirements.

Our impact as a responsible corporate citizen is demonstrated in the following sections of the **Sustainability report 2026:**

Sustainability governance and risk, page 49.
Our ethical culture, page 56.
Enhanced client outcomes, page 61.
Digital trust and cybersecurity, page 67.
Human capital enablement, page 71.
Social and environmental performance, page 77.
Our business and value chain, page 87.

Governing structures and delegation

Our board is optimally constituted in accordance with the company's memorandum of incorporation, the Companies Act and King V.

The board consists of 11 members: five independent non-executive directors, four non-executive directors and two executive directors. Considerable time and effort are spent determining the board's ideal skills, experience and diversity mix to enable and support the achievement of our purpose and strategy. The board is comfortable with the overall composition although certain gaps in skills and experience have been identified and are being addressed through developmental interventions and specialist technical support as and when required.

Refer to **Board committee reports** from page 108.

How the board delegates authority

Our board delegates authority to its sub-committees and the executive in accordance with the delegation of authority framework. This allows the board to allocate sufficient time and attention to matters reserved for decision-making. Each board sub-committee has a clear mandate and terms of reference that are regularly reviewed. Regardless of the delegation, the board retains full accountability for all oversight other than for the audit and risk committee's statutory responsibilities.

The board is comfortable that the delegation of authority framework and processes ensure role clarity and a clear division of responsibilities between executive management and the board as well as the efficient and effective execution of responsibilities. The detailed delegation of authority matrix is managed by the chief GRC officer and the CFO and is reviewed regularly.

The board is satisfied that its delegation to committees, the executive and individuals within its own structures promotes the objective and effective discharge of its governance obligations.

Responsibilities of the chair and CEO

The chair's role and responsibilities are distinct and separate from those of the CEO. A detailed division of responsibilities policy articulates the distinctive roles, ensuring an appropriate balance of power and authorities such that no director has unfettered powers or decision-making.

The board has elected not to appoint a lead independent director. The board remains comfortable that any of its independent non-executive directors could step in to manage situations of conflict, should they arise, and/or address the performance of the chair, and that a lead independent director is not required at present.

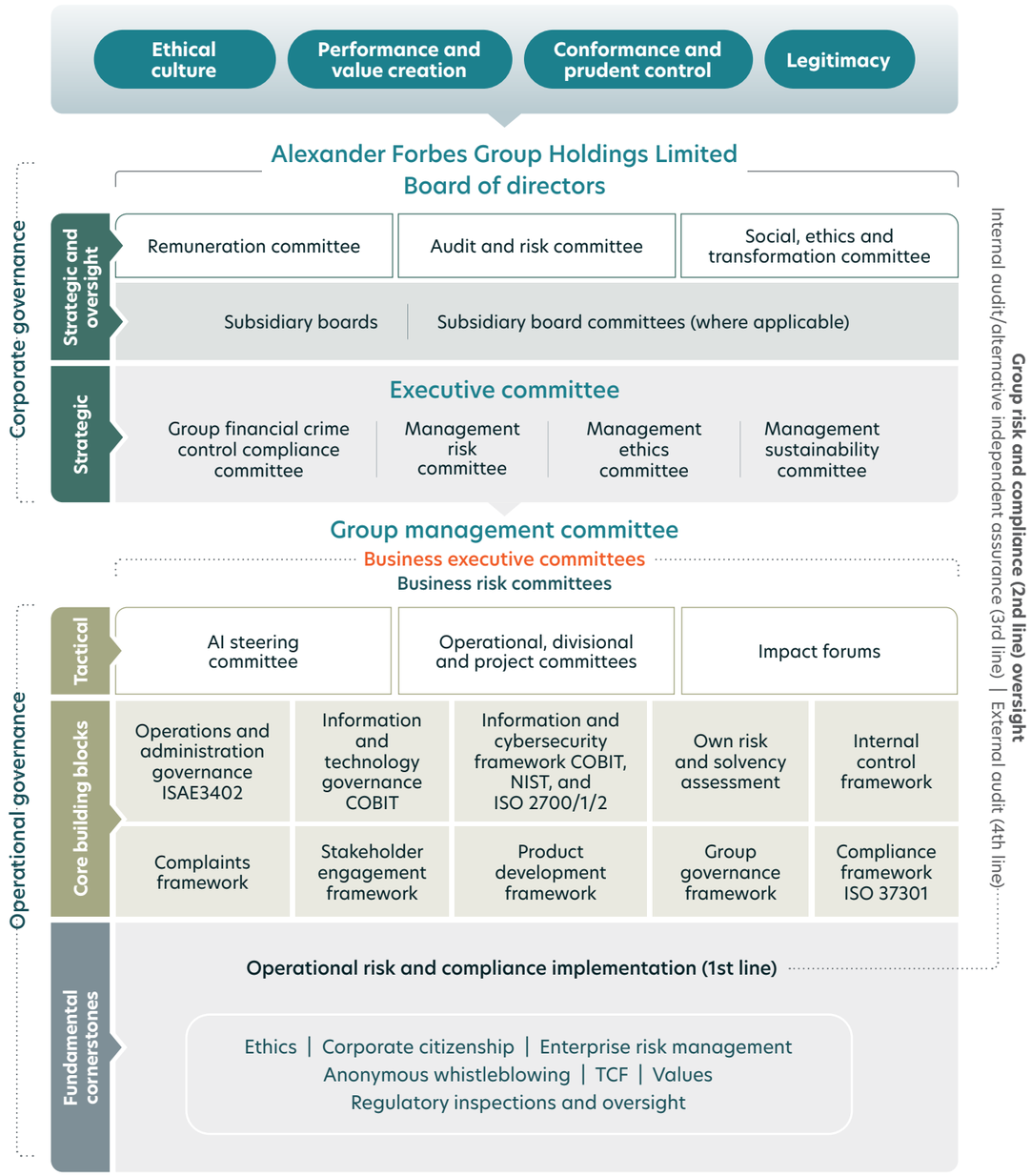
Chair

The independent non-executive group chair, Kuseni Dlamini, is responsible for the board's effective leadership and strategic guidance and oversight. As board chair, Kuseni sets the tone of ethical leadership and integrity from the top. He is also responsible for monitoring the group's strategic performance and ensuring effective governance systems and controls.

CEO

The group CEO, Dawie de Villiers, is responsible for the group's daily operations and the effective execution of the strategy. Dawie sets the tone for operational excellence and strategic execution within a robust risk management and compliance culture aligned with the ethical tone set by the board. He is accountable to the board and supported by the executive committee.

Governance structure enabling our intended governance outcomes



Our ethical culture

The board is responsible for establishing an ethical culture throughout the organisation, monitoring adherence to ethical practices and ensuring Alexforbes acts as a responsible corporate citizen.

The board collectively and each director individually set the tone throughout the organisation by demonstrating commitment to the ethical characteristics of integrity, competence, responsibility, accountability, fairness and transparency.

The board, through the setco, sets the standards for ethical practices and the expected ethical culture by approving group-wide ethics related policies and codes of practice. We regularly review these practices to ensure that we act in the best interests of our stakeholders.

All directors, in their consent to act as a director, commit to acting in good faith and in the group's best interests. The directors live and abide by the highest ethical standards in word and deed, keeping one another accountable through honest, transparent and robust debate, and formal and informal board evaluation processes.

Directors comply with the Companies Act requirements for the disclosure of personal financial interests. They ensure that all conflicts and potential conflicts of interest are proactively managed at each meeting, including those of directors nominated by large shareholders. Independent sub-committees are established to consider transactions where shareholders or shareholder associates are involved and the sharing of information is carefully and strictly managed.

In addition to the obligations placed on directors, all employees are required to declare any actual or potential conflicts of interest every six months, even if they had no declaration to make for the period. These declarations include financial interests received, financial interests offered, outside business interests, personal account trading and any other actual or potential conflict of interest.

This routine disclosure process ensures ongoing transparency across the organisation and helps identify and manage conflicts proactively. Employees are responsible for keeping their declarations accurate and up to date and for reporting new conflicts as they arise, reinforcing the group's commitment to ethical conduct at all levels.

The group's ethics policies detail standards of engagement with internal and external stakeholders. The group's code of ethics is incorporated into supplier and employee contracts and holds all people involved in our business to the highest level of general business ethics. All our employees receive access to the policy passport platform, which includes our code of ethics and other related ethics policies, including those related to whistleblowing.

Impeccable governance continued

Our ethics in practice

Treating customers fairly

Treating our customers fairly is the minimum standard we commit to while our customer excellence objective drives us to act beyond compliance.

Our material matters: page 43.
S4 Demonstrating a meaningful positive impact on the stakeholders we serve: page 71.
Sustainability report 2026, page 61.

Whistleblowing and grievances approach and outcomes

Our independently managed whistleblowing mechanism is available to employees, clients, suppliers and the general public to report conflicts of interest, fraud, corruption or other ethics-related issues.

Sustainability report 2026, page 56.

Consumer data, privacy and ethics

To protect the data and confidentiality of our clients and members, we comply with all relevant legislation and apply appropriate measures to ensure data privacy and improve our cyber and information security environment.

Our material matters: page 43.
Our material risks: page 49.
Sustainability report 2026, page 67.

Human rights impact

We are committed to adhering to as well as ensuring that stakeholders adhere to the UN's Universal Declaration of Human Rights.

Sustainability report 2026, page 75.

Group economic crime and fraud risk management policy

We are committed to preventing, detecting and responding to economic crime and fraud through a structured and risk-based management approach. Our framework encompasses the identification and assessment of financial crime risks, the implementation of appropriate preventative and detective controls, and ongoing monitoring and reporting to ensure effectiveness. This is supported by strong governance and oversight and aligned with applicable legislation, regulatory requirements and recognised industry standards across the jurisdictions in which we operate.

Our material risks: page 52.
Sustainability report 2026, page 57.

Financial Intelligence Centre risk management and compliance programme

We are committed to acting with integrity in our business conduct across the jurisdictions in which we operate to contribute to a secure and robust financial services industry.

Our material risks: page 56.
Sustainability report 2026, page 57.

Anti-bribery and anti-corruption policy

We have zero tolerance for bribery or corruption and no appetite for the use of our products or services to facilitate bribery or corruption. No incidents of corruption were reported during the year (2025: 0).

Our material risks: page 52.
Sustainability report 2026, page 57.

Anti-money laundering (AML) policy

Our risk management and compliance programme outlines the AML legislative processes and procedures that enable us to comply with our obligations as accountable institutions.

Our material risks: page 52.
Risk management: page 99.
Sustainability report 2026, page 57.

Lobbying and political contributions

Our conflict of interest policy and our gift and entertainment policies explicitly prohibit political party funding. Zero contributions were made during the year (2025: 0).

Sustainability report 2026, page 58.

Governance incidents and fines

Zero significant ESG-related incidents were reported during the year.

On 30 March 2026, the FSCA levied an administrative penalty on GQM Proprietary Limited (GQM), a subsidiary of EBS International Proprietary Limited (EBS) and, accordingly, part of the Alexforbes group. The penalty of R2.3 million was for non-compliance with the Financial Intelligence Centre Act 2001 (FIC Act) during a period before Alexforbes acquired the business. The findings primarily concern deficiencies in the Risk management and compliance programme and customer due diligence processes.

The administrative penalty was linked to GQM's financial services provider licence, which lapsed shortly after the acquisition, consistent with GQM's intent at the time of the acquisition to wind down the licensed entity. This position was clearly contemplated as part of the transaction. Although the FSCA document references various deficiencies, due to the licence lapsing soon after the acquisition, it was not practical to rectify the deficiencies. The learnings have however been applied, where applicable, to GQM and EBS. There is no adverse financial impact on Alexforbes.

Our material matters: page 49.
Board committee reports: from page 108.
Sustainability report 2026, page 58.

Professional corporate governance

Carina Wessels provides professional governance, general legal counsel, compliance and sustainability advice and support to the board and its committees in addition to leading the Impact Advisory business as executive. She was appointed by the board as group secretary on 1 October 2017, as general counsel for the group on 1 April 2018, as executive: governance, legal and compliance on 1 March 2019, as executive: governance, legal, compliance and sustainability from 1 June 2022 and as chief GRC officer from 1 July 2025. She has met the professional development requirements to maintain her chartered governance membership.

The board is satisfied that Carina demonstrates the requisite knowledge, skills and experience to fulfil her role as chief GRC officer and once again expressed a high level of comfort with her performance and advice on their governance and legal obligations during the financial year.

Refer to **our executive committee** on page 92 for Carina's qualifications.

Our board of directors and leadership

Our board of directors

As at 24 July 2026

Board chair

Independent non-executive



Kuseni Dlamini (58)

Appointed 1 July 2023

BSocSci (Hons) (cum laude)

MPhil (Oxford University)

Executive directors

Chief executive officer



Dawie de Villiers (56)

Appointed 1 November 2018

Fellow of the Actuarial Society of South Africa

BSc (Actuarial Science)

Advanced Management Programme (INSEAD)

Chief financial officer



Bruce Bydawell (58)

Appointed 1 April 2019

CA(SA)

CFA

Non-executive directors



Marinda Dippenaar (45)

Appointed 26 August 2022

CA(SA)

BCom (Accounting)

BCompt (Hons) (CTA)



Gary Herbert (57)

Appointed 26 August 2022

Fellow of the Institute and Faculty of Actuaries

BCom (Accounting)

BSc (Actuarial Science)



Amy Tedesco (47)

Appointed 24 April 2025

Certified Public Accountant

BS (Accounting)

MBA



Trurman Zuma (56)

Appointed 11 August 2025

CA(SA)

BCom

PGDip (Accounting)

Independent non-executive directors



Ndumi Ketwa (55)

Appointed 8 June 2022

CA(SA)

BAcc (Hons)



Andile Mazwai (54)

Appointed 9 November 2020

BCom (Hons)

CSb(SA)



Nosipho Molope (61)

Appointed 1 July 2022

CA(SA)

BCompt (Hons) (CTA)

BSc (Medical Sciences)



Robert Roux (62)

Appointed 1 July 2024

CA(SA)

BCompt (Hons)

BAcc

Board meeting attendance

	Board	Audit and risk committee	Remuneration committee[1]	Social, ethics and transformation committee
Board chair (independent non-executive)				
Kuseni Dlamini	6/6		● 6/7*	
Executive directors				
Dawie de Villiers	6/6	◎ 5/0	◎ 7/0	○ 3/3
Bruce Bydawell	6/6	◎ 5/0	◎ 7/0	◎ 3/0
Non-executive directors				
Marinda Dippenaar	5/6	◎ 4/0	◎ 6/0	
Gary Herbert	6/6		○ 7/7	
Refiloe Nkadimeng	0/2	◎ 1/0		○ 0/1
Amy Tedesco	6/6		◎ 3/0	
Trurman Zuma		◎ 3/0	◎ 2/0	◎ 2/0
Independent non-executive directors				
Andile Mazwai	6/6	○ 5/5	◎ 4/0	● 3/3
Ndumi Ketwa	6/6	○ 5/5		○ 3/3
Nosipho Molope	6/6	○ 5/5		
Robert Roux	6/6	○ 5/5	● 7/7	◎ 3/0

* *The remco is combined with the nomination committee and holds meetings together. When nomination matters are discussed at the remco meetings, the chair of the board chairs such discussions. The chair of the remco chairs the meeting when remuneration matters are discussed.*

○ *Member* ● *Chair* ◎ *Invitee*

- All directors are invited to all committee meetings.
- Meeting attendance information presented for the year ended 31 March 2026.
- Meeting attendance includes committee meetings voluntarily attended as invitee (in such case, the denominator is shown as 0) or prior to becoming an official committee member (in such case, the attendance figure exceeds the denominator).

Board changes during the year

- In accordance with the nomination right of Alexforbes's strategic shareholder, African Rainbow Capital (ARC), Refiloe Nkadimeng resigned effective 11 August 2025.
- ARC, in accordance with the ARC relationship agreement, nominated Trurman Zuma to replace Refiloe. He was appointed as a non-executive director of Alexforbes also with effect from 11 August 2025.

Board diversity

As at 24 July 2026

Categorisation

5	4	2
46% Independent non-executive	36% Non-executive	18% Executive

Tenure

4 years +	4	36%
2 - 4 years	4	36%
0 - 2 years	3	27%

Age

40 - 49	2	18%
50 - 59	7	63%
60 - 69	2	18%

Diversity

Black* female	2	18%
Black* male	3	27%
White female	1	9%
White male	4	37%
Non-South African female	1	9%

Refer to the group **Board diversity policy** on our website.

Target of 50%
Actual 45%

Black* board representation target not met

Although no further appointments are currently planned, the board will continue to prioritise the 50% race diversity target in its planning.

Gender

7	Male	64%
4	Female	36%

Target of 30%
Actual 36%

Female board representation target exceeded

* *Black people as defined in the B-BBEE Act.*

Board skills and experience matrix

A skills and experience matrix maintained by the chief GRC officer articulates the skills, experience and diversity required to execute the group's strategy over the short, medium and long term. Current directors' skills and experience are mapped against the needs of the business to inform continued professional development interventions, succession planning needs and nomination priorities or determine areas requiring external expertise.

In addition to technical skills, experience and diversity, understanding and aligning with the group's purpose, vision and strategy are critical elements in the nomination and selection process.

Skills and experience gaps that have been prioritised for future development, nomination or external expert support include technology/IT, digital/disruptive technologies, retail, marketing and sales, strategic thinking and analysis and healthcare.

The table below reflects the collective skills, experience and leadership capabilities of the board based on the outcomes of the external board competence assessment conducted in 2025. The assessment considered self evaluation by directors and an objective assessment of the board's overall capabilities. The process considered technical competencies and leadership capabilities relevant to the group's strategy, operating environment and regulatory obligations.

Technical skills and experience	Board coverage
Wealth and investment	▲
Financial expertise	▲
Audit and control	▲
Legal and regulatory	▲
Business/commercial	▲
International experience (outside South Africa)	▲
People and human resources	▲
CEO/executive leadership experience	▲
Sustainability/ESG	▲
Technology/IT	△
Healthcare	△
Retirement solutions	▲
Digital/disruptive technologies	△
Sales and marketing	△
Employee benefits	▲
Retail	△

Leadership capability	Board coverage
Problem solving	▲
Learning agility	▲
People development	▲
Building and leveraging relationships	▲
Openness of communication	▲
Strategic thinking and analysis	△

▲ Strong collective board capability △ Developing capability/identified focus area

Our executive committee



Dawie de Villiers (56)
Chief executive officer

Appointed 1 November 2018

Fellow of the Actuarial Society of South Africa
BSc (Actuarial Science)
Advanced Management Programme (INSEAD)



Bruce Bydawell (58)
Chief financial officer

Appointed 1 April 2019

CA(SA)
CFA



Butši Tladi (52)
CEO: Corporate

Appointed 1 July 2019

MBA
BCom (Hons)



Viresh Maharaj (43)
CEO: Retail and executive: marketing

Appointed 1 May 2021

Fellow of the Actuarial Society of South Africa
Chartered Enterprise Risk Actuary
MBA (cum laude)
BBusSc (Hons) (Actuarial Science)
Advanced Management Programme (Harvard Business School)



Jonathan Muthige (59)
CEO: Growth Markets and executive: human capital

Appointed 1 October 2020

BA (Hons)
Project Management
Strategic Human Resources (Harvard Business School)
Advanced Management Programme (Wharton Business School)



Carina Wessels (48)
Chief GRC officer and executive: impact advisory

Appointed 1 March 2019

Fellow of Chartered Governance Institute of Southern Africa
Advocate of the High Court of South Africa
LLM: Extractive Industry Law in Africa (cum laude)
LLM: Labour Law
Advanced Labour Law (cum laude)
LLB
PMD (cum laude)
Advanced Management Programme (Harvard Business School)

Executive committee diversity

Tenure

4 years +

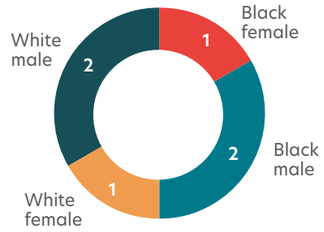
6

100%

Age



Diversity





Our board of directors and leadership continued

Click to see explanation of all icons

Key objectives for 2026

	Achievements and value created	Relevant material matters	Relevant strategic objectives
Approval of the new operating model designed to support and enable Alexforbes's aggressive growth aspirations also referenced in other sections of the report	The board approved a revised operating model, which was implemented with effect from 1 July 2025. The redesign was undertaken to position the group to pursue its growth ambitions and realise the full potential of our refreshed vision. The operating model decentralises business ownership to encourage entrepreneurial spirit and empower individual business units, supported by well-defined accountability and decision-making responsibility to achieve the biggest impact. It also reinforces a stronger connection between business performance and reward outcomes, promotes sharper competitive positioning through targeted focus and streamlines operations through automation to increase efficiency. The board will continue to monitor the effectiveness of the structural change in unlocking growth and creating value.	M1, M7	S1, S2
In collaboration with the remuneration committee, agree and oversee specific improvements identified through the board and committee evaluation process	An independent external board effectiveness review was conducted in 2025 with an additional review of skills and capabilities concluded in the first part of the reporting period. The evaluation outcomes informed a clear understanding of current and emerging skills requirements. Identified capability gaps are being addressed through the board's biannual governance sessions that incorporate external and internal subject matter experts to target director development initiatives and provide focused insight to strengthen directors' collective knowledge and oversight capability. In addition, the board intends to use expert advisers on key topics where their skills and experience do not meet the desired level. Read more on the **Performance evaluation** on page 96.	M3	S1, S2
In light of the recently approved refreshed vision, review the group's purpose	The board reviewed the group's purpose to ensure it remained relevant in the context of the revised operating model. This resulted in a sharpened focus on customer service excellence and positioning the group as an investment destination. These are the key strategic priorities through which it can deliver on its purpose and create long-term value. Refer to **Progress against our strategy** page 59.	M1, M3, M7	S1, S2, S3, S4
In collaboration with the remuneration committee, enhance CEO and CFO succession planning and broader talent management	Regular engagement with, and feedback to, the board and remuneration committee strengthened oversight of executive succession planning and leadership pipeline development aligned to the group's strategic objectives.	M3, M5, M7	S1, S2, S3, S4

Key focus areas for 2027

	Relevant material matters	Relevant strategic objectives
Impact of proposed transformation and employment legislation changes With the proposed amendments to the B-BBEE codes and employment equity legislation, the board, supported by the setco and remco will consider the implications for the group's transformation strategy, supplier ecosystem, workforce planning and succession pipelines (particularly at senior management level) to ensure continued compliance and sustainable outcomes.	M2, M3, M5, M6	S3, S4
Merger and acquisition activity The pursuit of appropriate, value-accretive growth opportunities remains a key area of oversight for the board and will continue to receive focus in the year.	M1, M7	S1
Oversee the responsible adoption of AI and technology enablement The board supported by the audit and risk committee will monitor, with specific regard to the King V recommended practices, the strategic alignment, risk management and delivery of sustainable efficiency and client outcomes of the acquisition, use, development and distribution of disruptive, innovative and emerging technologies.	M1, M2, M3, M4	S1, S4
Review of governance frameworks through the King V lens The board, supported by its committees in respect of their specific areas of focus, will review and update the terms of reference of the board and its committees together with relevant governance policies to ensure full alignment with King V principles and recommended practices. This review will support continued clarity of roles and effective oversight.	M2, M3	S1, S2, S3, S4

Board nomination, appointment, rotation and succession

Nominations

New directors are appointed to the board through a transparent, formal and fair process, generally sourced through bespoke recruitment agencies, which adds to the robustness and independence of the process.

The board delegates the nomination of new directors to the remuneration committee, which comprises a majority of independent directors and the chair of the board chairs nomination matters. Fit and proper assessments, with suitable independent verification and reference checks, are undertaken on the candidate recommended for appointment as a director (whether executive or non-executive). The committee makes its recommendations to the board for final decision-making.

On appointment, the terms and conditions are formalised in a letter of appointment and new directors undergo a detailed induction programme to facilitate their understanding of the business environment and markets in which the group operates. The induction includes sessions with all executives.

In addition to the annual evaluation process, newly appointed directors are subject to a peer review of their performance, contributions and commitment after their first year. They may be removed or not recommended for election at the first AGM of shareholders following their appointment.

The company's memorandum of incorporation requires one-third of non-executive directors to retire by rotation each year. This third is made up of directors appointed during the year to fill casual vacancies after which the longest-serving directors are required to retire by rotation.

Nomination for re-election is informed by the individual director's performance, contribution and attendance. Information on directors standing for election and re-election is included in the AGM notice. Directors may serve a maximum of three terms of three years (nine years in total) from the date of their first election. The retirement age for executive directors is 62 years and 70 years for non-executive directors. The remuneration committee may extend the retirement age beyond 70, subject to annual review.

Board succession remains a continued area of focus from an emergency and long-term sustainability perspective. The board has an approved emergency succession plan in place.

Refer to the **Remuneration committee report** on page 121.

In addition to board succession, organisational succession planning and management development form a key part of the group's strategy to build a reliable leadership pipeline. The remuneration committee also ensures the overall efficacy of succession processes, principles and bench strength with focus on the executive, heads of control functions, Alexander Forbes Investments executive and key employees, rainmakers and other critical positions.

Continuous development

The board seeks to keep pace with global and industry developments and trends, legislative and best practice changes and any other information that may impact their ability to contribute to the group and create value. Continuing professional development through individual and company facilitated actions remains a priority.

Detailed economic updates are provided to the board at least biannually. General governance, industry, best practice, research and regulatory information is shared with the board during each board cycle and through bespoke governance sessions.

In addition, policy and other training and development sessions are incorporated into the board cycle to ensure continuous development of, and information sharing with, directors. Relevant and appropriate external information and governance sessions are shared with directors as appropriate.

The topics covered during 2026 included:

- **Political and economic analysis, strategic advice and scenario planning**
- **Overview of draft King V code**
- **Cybersecurity and cyber joint standard**
- **Legislative updates in Botswana and Namibia**
- **Variety of general governance and strategy opinion pieces and articles**

Performance evaluation

Effective corporate governance and accountability are central to our quest to lead with purpose. Following the robust external evaluation completed in 2025 and the limited areas of improvement identified, a formal evaluation of the board was not completed in 2026. Internally facilitated evaluations focused on the Alexander Forbes Investments board, the boards of Namibia and Botswana and the individual non-executive director first year evaluation for AGM nomination purposes.

The board believes that appraising its performance helps clarify the individual and collective roles and responsibilities of directors while providing insights into how the board can become more effective.

Performance evaluations help improve the relationship between the board and the executive team and ensure a healthy balance of power between the board and the CEO.

The areas of improvement identified in the 2025 evaluation received focus as reported under key objectives for 2026, namely clarifying the group's long-term purpose and vision and strengthening CEO and executive succession planning. The third area of improvement suggested a need for the board to be more agile in response to market disruptions, which remains an ongoing focus area in responding to an ever-changing and evolving landscape.



Data, information and technology governance

IT is a fundamental enabler within Alexforbes and essential to the effectiveness and sustainability of the group's growth ambitions.

Alexforbes relies on technology to drive business growth, improve efficiency and enhance client experience.

An IT strategy that is aligned to the group's overall corporate strategy has been developed and guides IT investments, strategic projects and enhancement and maturity of IT processes.

The strategy is underpinned by an IT governance framework, which is customised for the group's environment, integrated into key business objectives and monitored for compliance and performance. The framework aims to standardise business processes across the group, reduce internal costs, ensure sound governance and enhance overall IT management.

Group technology adheres to a formal set of governance principles, which are aligned to the recommendations of King V, with exceptions and areas requiring improvement as disclosed in the King V disclosure framework supported by the COBIT 2019 framework.

Arrangements for governing and managing data, information and technology

The board is ultimately responsible for the governance of data, information and technology. This accountability is formally delegated to the audit and risk committee.

Data, information and technology governance is a standing item on the audit and risk committee agenda, focusing on:

- Oversight of the governance frameworks, policies and standards to ensure alignment with the evolving technology landscape and to support the management and use of data, information and technology, with ongoing enhancements to strengthen coverage across the value chain
- Oversight and monitoring of the group data, information and technology strategic initiatives with future focus on implementing value realisation tracking for technology investments
- Increased future focus on embedding ethical considerations into governance and assurance processes
- Monitoring compliance with applicable laws, regulations and internal obligations relating to data, information and technology
- Oversight of risks identified through risk assessments of the various data, information and technology functional areas as well as risks identified through day-to-day activities
- Increasing oversight of risks associated with third-party service providers and technology dependencies, including concentration risk in certain key vendors
- Reporting on the effectiveness of internal controls and audit requirements relating to data, information and technology
- Oversight of information security, privacy and cybersecurity resilience, including incident response, disaster recovery and business continuity arrangements
- Oversight of emerging, innovative and disruptive technologies, including AI adoption, recognising that significant risk management and governance oversight in this area will continue to mature in response to the rapid evolving risk landscape
- Noting feedback and key decisions made at relevant management committees, including the group technology management committee, enterprise architecture review board, data management steering committee and the AI steering committee, in supporting the governance and oversight of technology and AI-related matters

Data, information and technology governance focus areas

The current focus areas for Group Technology are client-centric digital transformation, system modernisation, AI-driven capability uplift and operational stability. During the year, key IT-related topics discussed by the audit and risk committee included:

- IT initiatives aligned to the group's strategy that address legacy issues while building sustainable IT capabilities
- The top IT risk profile, demonstrating impact of risks related to AI, cybersecurity, operational stability and third-party risk
- Feedback on assurance activities conducted within Group Technology with specific coverage of cybersecurity, enterprise architecture and IT vendor management
- Continuous risk assessments of the fund administration system's cloud migration project
- Quarterly reporting to the audit and risk committee on the risks associated with the migration
- Feedback on the independent ISAE 3402 assurance assessment performed against the requirements of Cybersecurity and Cyber Resilience Joint Standard (Joint Standard 2 of 2024) with an unqualified opinion with no findings noted
- Quarterly statistics on cybersecurity training and awareness activities
- IT policy updates and re-approvals based on changes in the IT landscape
- Preparation for the ISO 27001 cybersecurity certification beginning with a gap analysis to assess the current state of information security controls against the standard's requirements with outcomes informing a structured remediation process to address gaps and move towards readiness for certification
- Future data, information and technology governance efforts will focus on maturing King V recommended practices identified in the disclosure framework as not yet fully implemented

Combined assurance

Alexforbes's combined assurance approach incorporates and optimises all assurance-related activities across the group and various assurance providers. The four lines of defence model is applied to improve and monitor the group's governance, risk management and internal controls.

The combined assurance model aims to integrate and align all assurance services and functions to enable an effective control environment, support the integrity of information used for decision-making and support the integrity of Alexforbes's external reports and underlying statements.

The board, through the audit and risk committee, oversees the implementation of the combined assurance model and its effectiveness. It ensures that the scope of combined assurance is informed by the key risks and opportunities that materially affect the group's ability to create and sustain value.

The group's combined assurance model remains a focus area to better entrench assurance principles in the organisation. This includes a medium-term process to optimise assurance through the deployment of technology. The group started using data analytics during 2024 and continues to intensify such efforts.

Currently, assurance of the annual financial statements is provided by our external auditor, the audit and risk committee and the board. Focused assurance work concerning internal and external reporting forms part of the overall combined assurance approach.

The head of internal audit and the internal audit function are appropriately empowered and have the requisite access to the audit and risk committee chair and other key forums. The internal audit function performs ongoing assessments and the results are reported to the audit and risk committee.

Risk management

We have a proactive risk culture that is driven by a top-down approach of factoring risk into all decision-making and a bottom-up approach informed by our day-to-day activities, projects and initiatives. Our risk landscape is managed through ongoing improvement of internal controls, including risk identification, assessment, mitigation and monitoring. This is achieved through collaborative efforts between the various businesses, central functions and the assurance functions.

This IAR provides insight into our risk management approach, including:

- **Our governance structure** enabling our intended governance outcomes on page 85.
- **Our ethical culture** on page 86.
- **Combined assurance** on page 98.
- **Compliance management** on page 105.
- The **Sustainability report 2026,** from page 77, provides more information on our response to climate risks.

This section provides additional information relating to:

- **Enterprise-wide risk management** on page 100.
- **Risk appetite** on page 101.
- **Business risks** on page 103.
- **Own risk and solvency assessment** on page 103.
- **Tax risk management** on page 104.
- Read more about **Our material risks** on page 49.

Our risk management culture is informed by our risk framework, risk management guidelines and other group policies and procedures. These specify the consideration of primary stakeholder impacts and consequences. The group risk strategy establishes our philosophies, attitudes and approach in terms of risk management. It also informs the risk management architecture of the group, our risk appetite measures and the methodologies employed to protect and generate stakeholder value for the group.

As part of the board's review of the group strategy, significant risks associated with each strategic objective are evaluated through a risk lens.

Read more about **Our material risks** on page 49.

The risk strategy is supported by risk management policies, the risk management framework and other tools to assist in embedding risk-adjusted decision-making throughout the group.

Our business planning processes are characterised by holistic risk management and capital optimisation. The own risk and solvency assessment process (ORSA) has deepened in intelligence and capabilities to support more resilient planning for adverse events and qualify material opportunities in our move to responsibly improve our capital efficiency. Our integrated business model and our growth path afford us the opportunities to enhance risk-adjusted returns.

Our ORSA process will continue to regulate realisation of these prospects. The audit and risk committee supports the board in considering the material outcomes of these processes and reviews the level of risk exposure against our risk tolerance and appetite levels. Understanding our risk environment informs strategy and assists with decision-making throughout the organisation.

The risk management function is routinely subject to independent review. There were no findings in the function's May 2026 independent audit. Risk management reports are formally updated at least quarterly with risks, issues and associated actions tabled and discussed at dedicated platform- and group-level risk forums.

Material risks and issues are escalated to appropriate executive management and then to relevant board oversight committees. Apart from providing independent assurance, the group risk management function also provides guidance on risk-related matters and is involved in specialist risk management issues at a business level. The function also provides transactional approval, where appropriate, such as validation processes within the client services and solutions development process.

Enterprise-wide risk management (ERM)

We manage our risks and the achievement of our business strategies and objectives through our ERM strategy and supporting framework. The principles outlined in the strategy and framework are incorporated into risk management policies and procedures to ensure that risk management is embedded into day-to-day management activities.

We regularly review and update our key risk management policies to ensure their relevance and comprehensiveness and this process is supported by ongoing risk training initiatives across the group. Our second-line risk function is centralised to improve the consistency of risk management operations and achieve coordinated risk responses to major changes in the group. Ensuring a viable and effective risk governance model remains a priority as we entrench the operating model. We continually work to ensure that the risk governance model evolves to accommodate changing best-practice principles and organisational fit.

Accountability for risk management

Management is responsible and accountable for day-to-day risk management (the first line of defence). Through operational committees, management provides oversight on strategy implementation, performance measurement, risk management, company controls and governance processes.

Accountability for oversight and control

In addition to the second, third and fourth lines of assurance, independent audit and risk committees provide objective oversight. This is done in relation to risk governance, risk management frameworks, the quality and effectiveness of the related internal controls and reporting processes, risk appetite limits and exposures and the overall risk profile of the group. In addition, the audit and risk committee assists the board in collectively overseeing the group's own risk and solvency management processes and outcomes.

Internal audit or alternative independent assurance/external audit

Oversight and assurance is provided through internal and bespoke alternative independent assurance concerning the adequacy and effectiveness of risk, governance and internal controls (third and fourth lines of defence) as well as the fairness of the annual financial statements.

Risk appetite

The board is ultimately responsible for risk governance within the group and is assisted by the audit and risk committee to implement processes that ensure risks are identified and managed within the board-approved risk appetite and limits. We operate with a strong foundation of our core purpose, values and a proactive risk culture.

Our risk appetite serves as a valuable reference point for important business decisions and is set at business entity and group levels.

We are clear about the risks that the organisation actively seeks, avoids or accepts, and the balance between risk and reward. We also have in place clear accountability and reporting requirements. Our risk appetite is established within major risk categories and each category has a set of key metrics that is monitored quarterly against set thresholds.

Additionally, qualitative principles on our appetite and expected risk behaviour have been set for each of the categories.

Our risk appetite statements therefore seek to ensure that the group is responsibly managed in its pursuit of value. The risk appetite statements drive our strategic decisions, facilitate the setting of boundaries for decision-making based on the group strategy and ensure that the level of risk is monitored.

	Risk appetite and how we monitor risk	Key risk indicators
Business risk	We seek strategic risk and are willing to balance the risk of potential losses in pursuit of higher returns. We do not seek strategic risk in excess of our risk-bearing capacity.	• Normalised return on equity over five years • Revenue growth • Earnings at risk (deviation from budget) • Cost-to-income ratio • Regulatory risk: group and solo entities' solvency capital requirement as required by regulatory authorities • Our capital planning processes ensure that the group targets a competitive return on capital measure as part of our strategic risk appetite
Operational risk	We have a limited appetite for the failure of people, processes and systems and for the impact of external events on our operations. The impact of operational risk spans across the business and will be managed by the implementation of the appropriate controls. We have zero appetite for reputational risk. We will avoid situations arising from non-compliance with laws, regulatory requirements and codes of conduct applicable to the industries in which we operate that will result in a compromise of our business model, objectives, reputation or financial soundness. We will specifically focus on minimising market conduct, financial crime and privacy risks.	• Employee turnover • System downtime (occurrences on key systems) • Errors and omissions • Process failures (number of erroneous transactions) • Internal fraud • External fraud • Customer complaints • Key risk indicators with respect to: – market conduct – financial crime – privacy
Credit risk	We have limited appetite for credit risk and hence limit our exposures to non-investment-grade counterparties with ratings that are at least that of the prevailing sovereign credit rating. We also actively manage our credit concentrations.	• Exposure to counterparties with ratings that are at least that of the prevailing sovereign credit rating • Counterparty concentration
Market risk	We have limited appetite for market risk in our own funds and aim to invest in short-dated fixed-interest assets. We accept limited levels of mismatching risk on insurance liabilities. Our revenue stream from the investment business is exposed to market risk and the downside protection of its own revenue stream is aligned with the protection of client assets as far as possible. Protection of client assets occurs through our multimanagement investment philosophy, which is underpinned by manager research and high levels of manager and asset diversification. We have limited appetite for currency translation risk in emerging markets businesses.	• Nature and duration of assets • Insurance liabilities matched in line with our asset liability management policy
Liquidity risk	We avoid liquidity risk and seek to maintain liquid assets to meet planned and unexpected cash outflows. We avoid redemption risk, which is forced exits or withdrawals from investment positions. We avoid mass withdrawals from our funds during market stress events as it creates systemic risk in the financial services industry.	• Own funds allocated to liquid assets, short duration assets • Current and quick ratios

Risk management continued

Business risks

Alexforbes identifies and classifies its key risks according to a three-level system. The three-level taxonomy is based on the Basel classification of operational risk and further improvements for risk classification that take into consideration the then Financial Services Board's quantitative impact studies over the build-up to the solvency assessment and management (SAM) regime.

Risk categorisation facilitates the grouping of risks within a structured risk management process, enabling the group to address different risk categories more intelligently. This includes the building of strategies to avoid or minimise impact. Key risks are identified and ranked by our group risk division in terms of our risk management strategy and in consultation with platform and group management.

ORSA

The SAM regime commenced on 1 July 2018. As part of this regime, the Prudential Authority requires all insurance companies to complete an ORSA annually. The effectiveness of our robust risk management system is reflected annually in the ORSA, which provides a holistic view of the group's risk exposures and how these risks affect capital, solvency and strategy.

The expected scenarios, management actions and results are discussed and approved by the group audit and risk committee and/or the board. Our ORSA process is designed to determine and highlight:

- The overall solvency needs of the group and solo insurance entity by considering the specific risk profile, approved risk appetite and business strategy
- The significance with which the risk profiles of the group and solo insurance entity deviate from the implied risk profile underlying the financial soundness requirements

Key developments

The ORSA process is updated annually or when required and our solvency position is evaluated by the group audit and risk committee and/or board. During 2026, we continued to embed the ORSA process in our decision-making process.

Enhancements of the risk management practices were also conducted, including deepening our efforts in third-party risk management, which remains ongoing. Management responses to selected scenarios were deepened to also consider opportunity management for the period ahead. The assessment of the economic capital of the group and its insurance entity (Alexander Forbes Investments Limited) was further improved by expanding the use of operational risk modelling techniques, including the allowance for post-event mitigation such as our group-wide insurance programme. The group also broadened the scope of stress and scenario testing to consider a wider range of scenarios and possible extreme events.

During the ORSA process, the group's solvency and liquidity were stressed under various negative scenarios and the group remains solvent and liquid for the foreseeable future. In the event that a subsidiary becomes insolvent, the group can recapitalise it and provide the requisite financial support. The stress testing and risk management procedures outlined in the ORSA support the going concern assumption on which the group's annual financial statements have been prepared.



Tax risk management

Recognising that taxes contribute to government's efforts to build a prosperous society and stimulate socio-economic development, we are committed to being a transparent and responsible taxpayer. The CFO, supported by the group's tax and finance functions, is responsible for ensuring compliance with the group tax policy and the management of tax risks.

Our group tax policy outlines our approach to tax and is approved by the group audit and risk committee every two years. Our tax risk status, together with updates on changes to the tax landscape that may have a bearing on the group, is reported to the audit and risk committee, which is responsible for monitoring all significant tax matters.

Biannual tax committee meetings are attended by finance and tax representatives across the group. We manage tax risk as part of our ERM framework, which describes the key processes and controls, roles and responsibilities relating to tax risk and compliance. The tax risk management framework for corporate taxes is approved by the group tax committee, which sets out the group's approach to tax risk management.

Tax risk management strategy

Our tax risk management strategy is designed to ensure:

- Compliance with all applicable laws, rules, regulations and disclosure requirements in the countries where the group operates without exception
- Transactions between group entities are undertaken on a commercial basis and are not used to achieve a tax advantage
- We behave in a manner that maintains the trust of regulators, revenue authorities, clients and the public

We provide retirement fund clients with guidance on tax changes affecting retirement funds and their members while ensuring that our internal administrative systems and processes remain aligned with applicable regulatory requirements. For individual clients, tax advice is embedded within financial products that require advice from our financial advisers.

Any suspected unethical or unlawful tax-related behaviour can be reported through whistleblowing or to senior management, the audit and risk committee chair or board chair. Internal and external audits provide independent and objective assurance on the effectiveness of the management of tax risk across the group. External audit provides assurance on the appropriate compliance and financial frameworks within the group. It provides assurance by recomputing tax calculations and confirming that adequate tax risk provisions are carried against uncertain tax positions, if necessary.

As part of our tax strategy, we take a proactive approach and constructively engage with tax authorities to protect and enhance our reputation and good standing.

Compliance management

Compliance in our highly regulated environment is governed at multiple levels. The board retains ultimate accountability, supported by the audit and risk committee.

Compliance risk is recognised as a key component of the ERM framework and our compliance risk management framework is reviewed regularly to ensure alignment with the group's strategic objectives.

Effective compliance risk management supports accurate reporting, adherence to applicable laws and regulations and the protection of the group's reputation.

Our ethical culture section on page 86 explains our approach to compliance with regard to AML and counter-terrorist financing and how we maintain zero incidents of legal non-compliance.

The **IT governance** section on page 97 explains how the IT governance framework is monitored for compliance.

Further to this, this section provides information on the roles and responsibilities of compliance. Alexforbes is committed to acting with integrity in the conduct of its business activities across the jurisdictions in which it operates. This is achieved by being aware of our regulatory obligations and landscape and by maintaining an effective compliance programme that reflects the best practices for a diversified financial services group. The group's approach to compliance is shaped by leadership applying core values and generally accepted practices to foster a culture of compliance, ethics and integrity. The board is committed to a culture of compliance beyond a tick-box exercise and with zero tolerance for non-compliance.

Roles and responsibilities

The group has adopted the ISO 37301 standard as a benchmark for compliance, which forms the basis of the Alexforbes group compliance framework, enabling a consistent and integrated approach to managing enterprise-wide risks. The compliance function follows a decentralised model, which is supported by an integrated group governance, legal, compliance and risk function.

Four lines of defence model

Board

Audit and risk committee

Provides oversight of the internal audit team, first-line and second-line compliance of the ERM framework

Social, ethics and transformation committee

Provides oversight of treating customers fairly, complaints management and other bespoke regulation within its ambit

Executive management

The chief GRC officer provides strategic compliance oversight and works with business functions and subsidiaries to ensure compliance monitoring and reporting, oversight of all applicable laws, rules, regulations and codes of conduct, policies and procedures.

Despite managing the group compliance function, the control function head retains unfettered access to the audit and risk committee chair and Prudential Authority.

	1st line of defence Accountability for risk and compliance management	2nd line of defence Accountability for oversight and control	3rd line of defence Independent assurance	4th line of defence Independent assurance
Responsibility	Management	Group risk and compliance function	Internal audit and other independent assurance providers	External audit
Activities/controls	Oversees and monitors compliance with operational controls, policies and procedures designed to ensure operations are conducted in accordance with relevant regulatory responsibilities Reports on non-compliance matters and risk exposures to group compliance	Owns the compliance framework and associated policies and standards Provides subject matter expertise to assist in identifying and managing current and emerging regulatory risks and oversees and monitors the level of compliance across the group	Provides oversight and independent assurance concerning the adequacy and effectiveness of risk, governance and internal controls Works closely with the group compliance function to ensure coordinated and comprehensive assurance across the group	Provides independent assurance on the fairness of the annual financial statements Provides objective assurance on the appropriate compliance and financial frameworks within the group

Employees

Remain conversant, informed and up to date with regulatory requirements relevant to their day-to-day activities and ensure these are implemented appropriately

Future focus areas

- Focusing continuously on optimal assurance coverage and monitoring by the four lines of defence and further maturing our combined assurance approach
- Optimising GRC technology to enable integration among the four lines of defence for compliance, risk management, internal audit and fraud management
- Leveraging analytics and robotics for automation, extending assurance coverage and enhancing integrated assurance reporting
- Optimising the outsourced arrangement for internal audit to derive best benefit from the use of its skills, expertise and access to best practices and insights as they relate to assurance



Board committee reports

Audit and risk committee report

Social, ethics and transformation committee report

When our clients start the journey towards their investment destination, we walk with them every step of the way, simplifying access to appropriate solutions, reducing unnecessary complexity and showing up consistently with reliable insight, performance and governance.

The Alexforbes Angel Wings story captured South Africa's imagination and received widespread public support – not only because of the result but also what it represented: a young crew of mostly women from disadvantaged backgrounds who mastered the technical skills of the elite sport of sailing and the emotional resilience to overcome crises at sea and emerge victorious. The journey was unpredictable and complex, with alternating moments of wonder and terror, but the crew drew strength and courage from the wealth of experience, advice and support of the Royal Cape Yacht Club and the financial backing of Alexforbes.

Audit and risk committee report

The committee is pleased to present its report for the financial year ended 31 March 2026.



Nosipho Molope
Chair

Purpose and role of the committee

The group audit and risk committee is an independent statutory committee in terms of section 94(2) of the Companies Act. Its primary responsibility is as audit and risk committee for Alexander Forbes Group Holdings Limited, but it also fulfils the role of a group committee as permitted by section 94(2)(a) of the Companies Act for all South African subsidiaries, including Alexander Forbes Investments Limited and Alexander Forbes Life Limited (AF Life).

Where bespoke committees have been established for non-South African subsidiaries, the committee still performs a group-level oversight role.

In addition to audit and risk matters, the committee is responsible for:

- Group and regulatory capital, including the ORSA
- Overall compliance oversight (although certain aspects are managed by the setco
- IT governance

Terms of reference

The committee has adopted formal terms of reference, which include detailed reporting guidelines. The committee is satisfied that it has effectively discharged its responsibilities during the financial year ended 31 March 2026.

The committee's primary objective is to deliver on all its statutory duties and to assist the board with its responsibilities for:

- Management of enterprise-wide risk
- Safeguarding of assets
- Solvency and liquidity
- Capital management, including the ORSA
- Information and technology governance
- Oversight over financial control and reporting
- Internal controls and corporate governance, particularly relating to legislative and regulatory compliance
- In collaboration with the social, ethics and transformation committee, oversight over fraud risk

The committee's roles and responsibilities include statutory and regulatory duties as per the Companies Act, the Prudential Standards, the Insurance Act 18 of 2017, JSE Listings Requirements and King V.

Composition and attendance

Current members		Meeting attendance
Nosipho Molope (Chair)	Independent non-executive director	5/5
Andile Mazwai	Independent non-executive director	5/5
Ndumi Ketwa	Independent non-executive director	5/5
Robert Roux	Independent non-executive director	5/5

Note: Board members who attended meetings but are not committee members are not included here.

Standing invitees include the board chair and all non-committee member directors, CEO, CFO, chief audit executive/internal audit function, chief compliance and anti-money laundering officer, group head of enterprise risk management, chief GRC officer, business unit CFOs, head of group financial reporting, IT representative, head of capital and independent external auditor. The independent head of actuarial function is an invitee for reporting purposes bi-annually.

The committee, however, debates matters without the permanent invitees present, when required.

The committee meets five times annually with two of those meetings arranged as bespoke risk-focused sessions. Two closed meetings (aligned with the approval of the interim and annual financial results) are held with the independent external auditor and heads of control functions where management is not present.

Financial statements and accounting practices

The committee reviewed the audited consolidated and separate annual financial statements of the group and company for the year ended 31 March 2026, particularly to ensure that disclosure is adequate and that fair presentation has been achieved. The committee recommended the approval of the audited consolidated group and company annual financial statements to the board of directors. The committee believes that these financial statements present a balanced view of the group's performance for the year under review and that they comply with IFRS Accounting Standards.

The committee followed similar approaches for the significant subsidiaries of the group.

Evaluation of the expertise and experience of the CFO and appropriateness of financial reporting procedures

The committee deliberated on the expertise and experience of the CFO, Bruce Bydawell, and is satisfied that he has the requisite expertise and experience to execute his designated functions. The committee has also considered and is satisfied with the appropriateness of the expertise, experience and adequacy of the resources of the finance function and the adequacy of financial reporting procedures in the preparation of financial statements.

Statutory duties

In the execution of its statutory duties during the year under review, the committee:

- Confirmed the appointment of both Deloitte & Touche (Deloitte) as the independent external auditors and Mr Mark Holme as the registered auditor responsible for the audit
- Satisfied itself with the independence of the external auditors
- Agreed the terms of the engagement of, and determined the fees payable to, the independent external auditors
- Ensured that the appointment of the independent external auditors and the registered auditor complied with the provisions of the Companies Act
- Pre-approved the non-audit services provided by the independent external auditors in terms of a policy in this regard previously adopted by the committee
- Noted that it had not received any complaints, either from within or outside the company, relating to the accounting practices, the independent and internal audits of the company, the content or auditing of its financial statements or any related matter
- Performed its other functions in accordance with its terms of reference

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Delivery against 2026 objectives

In addition to delivery against the standard annual plans, the board and committee also set specific objectives for each year as reported below.

Key objectives for 2026	Achievements and value created	Relevant material matters	Relevant strategic objectives
In collaboration with the setco, gaining a deeper understanding of the evolving sustainability reporting landscape, in particular IFRS S1 and S2 on sustainability and climate disclosures	The setco led this objective, receiving regular feedback as to the development of the regulatory landscape to which the group contributed through its national sustainability reporting sentiment survey in collaboration with Companies and Intellectual Property Commission (CIPC) and the dtic. Management completed an initial gap analysis against IFRS S1 and with a more comprehensive impact assessment to be completed by management prior to a formal recommendation being submitted to the committee. The group remains central to the sustainability reporting regulatory development discourse as discussed in the IAR and the sustainability report. The committee and board will continue to carefully monitor developments and take appropriate steps to prepare in the ensuing year.	M2 M6	S3 S4
Oversight of risk, compliance and the control environment through the change in the planned organisational structure	The committee considered the risks associated with the change in operating model. It is comfortable with the benefits derived from the structural change to date. The committee started receiving more detailed disaggregated financial results enabling greater interrogation of business unit performance and risks. Despite the structural change, the overall risk profile remained within board-approved appetite and the compliance environment remained stable.	M2 M3 M7	S1 S4
Ongoing oversight over key finance transformation initiatives including automation, improved management information and continuous improvement	The more granular business unit financial reporting, as referenced above, assisted the committee with greater oversight. In addition, other management reports were further optimised through ongoing continuous improvement interventions. The finance system transformation project was purposefully delayed to direct capital expenditure towards other operational system priorities and to spend sufficient time on selecting the most appropriate service provider. Following the selection of a service provider, the project, initially focused on an upgrade to end of life financial reporting systems, will progress in financial year 2027. Upgraded systems will lead to more efficient and controlled processes including automation and use of AI where appropriate.	M2 M3	S1 S4

External audit

The committee reappointed Deloitte as the group's independent external auditor for the year ended 31 March 2026 and has recommended the reappointment of Deloitte to shareholders at the next AGM. The committee also evaluated the performance and independence of the external auditor as well as the audit partner, Mr Mark Holme.

The committee reviewed the external audit plan and approved the remuneration of the external auditor. In addition, a formal policy exists in respect of the provision of non-audit services by the external auditors and a formal procedure governs the process whereby the auditors are appointed to provide any non-audit services. Non-audit services rendered by Deloitte were 7% of the total audit fees. The committee is satisfied with the level and extent of non-audit services rendered during the year by Deloitte and that this did not impact on their independence.

Fees paid to the auditors are disclosed in note 3 of the group annual financial statements for the year ended 31 March 2026.

The committee has reviewed the information provided by the auditors as detailed in paragraph 5.7(h) of the JSE Listings Requirements.

Refer to the **Independent auditor's report** on pages 11 to 15 of the **Annual financial statements 2026**.

Key audit matter relevant to the consolidated financial statements

The key audit matter is the item of most significance as determined by Deloitte during the audit of the financial statements.

The key audit matter consists of:

- Level 3 financial assets held under multimanager investment contracts.

The committee considered the evidence presented and the disclosure in the financial statements and concluded that the treatment of this matter was appropriate.

For further details, refer to the **Independent auditor's report** on pages 11 to 15 of the **Annual financial statements 2026**.

Internal audit

The committee is responsible for ensuring that the group's internal audit function is independent and has the necessary resources, standing and authority within the group to perform its duties. The committee is satisfied with the continued suitability of Ernst & Young (EY) as the outsourced partner for internal audit for the group.

The committee oversees cooperation between the internal and external auditors and serves as a link between the board of directors and these functions. The committee approved a revised internal audit charter during the year.

In addition to reporting to this committee, the internal audit function also reports to the relevant subsidiary audit and risk committees (where applicable) with responsibility for reviewing and providing assurance on the adequacy of the internal control environment across all of the group's operations.

The committee has assessed and is satisfied with the independence of EY and the internal audit function, and that they have provided assurance in line with recognised internal audit standards.

Financial reporting procedures

The committee has executed its responsibilities in terms of paragraph 5.7(h) of the JSE Listings Requirements. The committee has considered the financial reporting procedures in place, the assurance reports provided by internal and external audit and the matters raised and discussed as part of the internal management reporting. The committee is satisfied that internal financial controls have been put in place to ensure that material information relating to Alexforbes and its consolidated subsidiaries has been provided to effectively prepare the financial statements.

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Internal financial controls

The committee has had oversight of the internal control environment. Internal financial controls include all aspects of the business and the controls to ensure an effective operating environment.

Based on its oversight and monitoring of the group's system of internal financial controls throughout the year under review, and reports made by the combined assurance providers, including internal and external audit, the head of actuarial function, compliance and risk management on the results of their procedures, the committee is satisfied that the group's system of internal financial controls and arrangements for combined assurance are effective and forms a basis for the preparation of reliable financial statements.

The committee confirms that no deficiencies or control weaknesses resulted in material financial loss, fraud, corruption or error.

Combined assurance

The committee is satisfied with the combined assurance approach, the collaboration between the various lines of defence and the overall effectiveness of combined assurance.

Going concern

The committee, with concurrence from Deloitte, has reviewed a documented assessment, including key assumptions prepared by management, of the going concern status of the company and group and has made a recommendation to the board in accordance with the assessment. The board's statement on the going concern status of the group, as supported by the committee, appears in the directors' responsibility for financial reporting section of the annual financial statements.

Key focus areas for 2027

	Relevant material matters	Relevant strategic objectives
Review of governance frameworks through the King V lens The committee will review and update its terms of reference together with relevant governance policies and processes to ensure full alignment with the King V principles and recommended practices.	M2 M3	S3 S4
Data, information and technology The committee will consider the enhanced King V requirements in respect of data, information and technology, deep diving these topics and required remedial actions with a specific focus on the adoption of and risks associated with AI.	M2 M3 M4	S1 S4
Finance system transformation In line with the focus on key finance transformation initiatives, the planned system replacement will resume in financial year 2027.	M2 M4 M7	S1 S4
IFRS The committee will oversee the readiness assessment for the new IFRS 18 standard on the presentation and disclosure in financial statements, effective from 1 January 2027, which will impact how we present our primary statements, particularly the statement of profit or loss. The committee will oversee a comprehensive assessment of IFRS S1 and S2 by expanding the initial gap analysis conducted in financial year 2026 with the objective of recommending the potential voluntary adoption of these standards for consideration and decision by the committee.	M2 M3 M6	S3 S4



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Social, ethics and transformation committee report

The committee is pleased to present its report for the financial year ended 31 March 2026 and is satisfied that it effectively discharged its responsibilities during the period.



Andile Mazwai
Chair

Purpose and role of the committee

The committee was established as a statutory committee for those statutory duties assigned to it in terms of section 72(4) of the Companies Act (read in conjunction with Regulation 43 of the Companies Regulations 2011) and as a committee of the board for all other duties assigned by the board. The role and objectives of this committee are to oversee and monitor the group's activities in relation to social and economic development, good corporate citizenship, corporate social responsibility, ethical conduct and business practices, environmental impact, consumer relations (including market conduct broadly and treating customers fairly (TCF) specifically), fair labour practices and transformation.

Terms of reference

The committee adopted formal terms of reference, which are reviewed and updated as necessary. In addition to delivery against the standard annual plans, the committee also sets specific objectives for each year. This report focuses primarily on those objectives as the most material items.

Composition and attendance

Current members		Meeting attendance
Andile Mazwai (Chair)	Independent non-executive director	3/3
Dawie de Villiers	Executive director	3/3
Ndumi Ketwa	Independent non-executive director	3/3
Refiloe Nkadimeng*	Non-executive director	0/1

* *Resigned effective 11 August 2025.*

Delivery against 2026 objectives

Within the context of the company's significant positive impact through its normal business activities, which are described in the IAR and sustainability report, the committee focused on the following key objectives.

Key objectives for 2026	Achievements and value created	Relevant material matters	Relevant strategic objectives
Understand, consider and prepare for the impact of King V	The board as a collective received information and training on King V and approved the early adoption of King V. The committee oversaw the double materiality assessment process (as specifically endorsed by King V).	M2 M3 M4	S1 S2 S3 S4
Oversee the group's own impact assessment and SDG grading performed by Paragon Impact and consider areas for improvement	The initial Paragon impact assessment and grading served as a valuable input into the double materiality assessment, assisting with the identification of outputs that would continue to be used to align business strategy and reporting with stakeholder expectations and sustainability frameworks.	M3 M6	S3 S4
Consider the outcome of the national survey facilitated by the group in collaboration with the CIPC (an agency of the dtic) on sustainability reporting in South Africa and the resultant role the group intends to play in shaping the South African reporting landscape	The committee was very pleased with the successful completion of the national sustainability reporting survey, funded and led by the group, with headline results released in July 2025 through in-person and online sessions. The survey results were also presented in various African conferences. The committee considered the survey outcomes and recognised its value in informing the dtic's regulatory impact assessment. The survey further cemented the group's active role in shaping the South African sustainability reporting landscape through policy engagement and industry leadership.	M3 M6	S3 S4

Fraud prevention, whistleblowing and ethical conduct

The committee continued to devote significant attention to ethical conduct and the effectiveness of the group's whistleblowing, investigation and consequence management processes, with particular focus on fraud trends and the lessons arising from reported incidents. The committee reinforced and ensured that learnings from incidents are effectively used to strengthen controls and prevent recurrence.

The committee monitored an escalation in syndicate related activity and the group's response through enhanced preventative measures, disciplinary actions and escalation to law enforcement where appropriate. The financial impact and the broader ethical and reputational implications of these incidents were considered, noting instances where fraudulent activities were successfully prevented and where staff dismissals occurred as a consequence of aiding and abetting syndicates. The committee also considered the appropriateness of strengthening preventative screening and monitoring in higher risk operational areas and emphasised the importance of reinforcing a culture of integrity and accountability.

In responding to heightened risks associated with the appropriate use of AI, the committee specifically considered the reputational and ethical risks associated with the misuse of technology in business processes. Although technology falls within the ambit of the audit and risk committee, the committee will monitor and ensure effective adoption and incorporation of ethical standards and values as the group's AI adoption and technology usage matures.

The board, supported by the committee's oversight, is satisfied that the group effectively manages ethics to promote an ethical culture, and that robust arrangements exist to prevent and detect fraud, corruption and money laundering, with significant incidents appropriately addressed to mitigate impact and prevent recurrence.

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TCF outcomes

The committee considered ongoing improvements in demonstrating TCF compliance through entity level self-assessments and control enhancements and noted progress attributed to improved operating procedures and strengthened controls.

The committee also reviewed customer insights and complaints trends with attention to heightened client interaction arising from two-pot claims. The committee noted improvements linked to system functionality enhancements and progress against resolution targets. In addition, the committee approved amendments to the complaints management framework and noted how claims channels, including social media and walk-ins were monitored for emerging trends to assist in early identification of conduct risk.

Preparedness, dependency management and continuity planning

The committee maintained oversight of the group's operational resilience through regular business continuity management reporting, including incident learnings, simulation exercises and preparedness testing. The committee also considered the implications of third-party dependency, supplier risk ratings and the assessment of business continuity management and disaster recovery plans. In addition, the committee considered the adequacy of resilience reporting and identified that there was opportunity to enhance the reporting process and expand the risk assessment scope to ensure continuity readiness.

Social investment and community impact

As trustees of the Alexander Forbes Community Trust, the committee oversaw the supported initiatives, focusing on strengthening the financial systems, governance and general processes extended to CoHubs to ensure their sustainability. The committee also observed positive impact outcomes from the CoHubs and considered expansion strategies, including increasing the impact of existing initiatives, expanding geographic reach throughout the country and exploring partnerships that could deliver greater scale, particularly in job creation.

During the reporting period, the committee undertook a site visit to Headway Gauteng, a long-standing CoHub beneficiary since 2008. Headway Gauteng is a registered non-profit organisation dedicated to supporting adult survivors of acquired brain injury. The visit provided the committee with insight into the organisation's operating model, including its principle of turning no one away, the delivery of rehabilitative services through a combination of medical student volunteers and practising occupational and speech therapists, and the broader value created through skills transfer and knowledge sharing within the rehabilitation ecosystem.

This experience reinforced the importance of social investment initiatives that recognise vulnerability and support pathways back to dignity, inclusion and purpose. The positive social impact achieved through Headway Gauteng's work, particularly in restoring dignity, cognitive function and independence to individuals whose lives had been profoundly affected by brain injury was evident.

Workforce environment and transformation progress

The committee continued to oversee workforce equity, transformation progress and related fair labour practices, including monitoring employment equity outcomes and transformation scorecard performance. The committee noted improvements in employment equity targets and continued tracking of transformation progress, including discussion of the complexity of target-setting across different legislative and scoring frameworks.

The committee also monitored broader human capital indicators relevant to workforce stability and fairness, including vacancy fill rates, internal mobility, talent pipeline development, employee well-being and engagement initiatives. The committee noted the importance of strengthening career management practices, sustaining wellness interventions with particular focus on mental well-being.

The committee considered the implementation of the Alexander Forbes Investments Limited transformation policy, noting the practical challenges of achieving transformation targets across certain segments of the investment market, particularly in the hedge fund space due to structural constraints such as manager size and owner-managed business models. The committee remains mindful that the purpose of the policy is to deepen and broaden South Africa's investment market by normalising participation, strengthening diversity and enhancing long-term market resilience.

Key focus areas for 2027

	Relevant material matters	Relevant strategic objectives
Sustainability reporting enhancements, including mandatory sustainability reporting readiness and transition planning The committee will oversee the group's preparedness for anticipated mandatory sustainability reporting in South Africa. This will include oversight of the group-wide sustainability reporting gap analysis planned for 2027, readiness against IFRS S1 and S2 requirements, data availability and assurance considerations. The committee's role will be to ensure that the group is positioned for a well-coordinated and timely transition to mandatory reporting, recognising the scale of effort required across strategy, data, controls and stakeholder engagement. This will also include building on the findings of the DMA. The committee will focus on how sustainability priorities are embedded into governance, decision-making and reporting structures.	M3 M6	S3 S4
Impact of proposed transformation and employment legislation changes With the proposed amendments to the B-BBEE codes and employment equity legislation, the board, supported by the setco and remco will consider the implication to the group's transformation strategy, supplier ecosystem, workforce planning and succession pipelines (particularly at senior management level) to ensure continued compliance and sustainable outcomes.	M2 M3 M5 M6	S3 S4
Review of governance frameworks through the King V lens The committee will review and update the terms of reference together with relevant governance policies to ensure full alignment with King V principles and recommended practices. For the committee, this will also specifically include heightened focus on the ethical governance and values applied within AI utilisation as adoption accelerates.	M2 M3 M4	S1 S2 S3 S4



Remuneration report

Remuneration committee report
Our remuneration policy
Implementation report

Our people are the foundation of our success. Investing in their growth sustains a motivated, high-performing workforce and strengthens our innovation, service quality and long-term organisational resilience.

With two successful Cape2Rio races under his belt, skipper Sibusiso Sizatu is preparing Philasande Gwala to skipper future crews. Spurred on by her love of water and maritime studies, Philasande started sailing in 2022 and her commitment, hard work and training earned her a place in the Alexforbes Angel Wings crew. A skilled trimmer with a coastal skippers licence, Philisande played a crucial role in navigating and optimising the speed of Alexforbes Angel Wings as it raced across the Atlantic Ocean. She continues to compete in races to deepen her experience and is pursuing her offshore qualification while balancing her career in administration for a yacht building company. In realising her dreams, Philasande is forging a pathway for other young women.

Background statement

The group's remuneration framework is underpinned by a 'pay for performance' philosophy within a holistic total rewards approach designed to attract, motivate and retain high-performing talent. The remuneration framework also supports the achievement of the group's strategic objectives and long-term sustainable value creation. Remuneration is structured with a clear alignment between performance outcomes and reward.

During the year, remuneration considerations were informed by a combination of external and internal factors. The group operated in a challenging macroeconomic environment characterised by market volatility, inflationary pressures and ongoing competition for scarce skills. Internally, strong financial performance, progress against strategic initiatives, changes in the operating model and a continued focus on client outcomes, culture and employee engagement informed remco's deliberations.

Within this context, remco exercised judgement in addressing structural and market-specific considerations, including share liquidity constraints and the evolution of the long-term incentive framework.

Remuneration outcomes for the year reflect the application of the remuneration policy with appropriate use of judgement and discretion to ensure alignment between pay, performance and sustainability. This background statement provides the context for the three sections that follow:

Remuneration committee report

The committee reports back to shareholders and other stakeholders on how they considered the group's remuneration in the context of its performance and value creation. It also includes the background statement, which explains our approach to remuneration, governance and fairness.

Page 122.

Our remuneration policy

This section sets out the remuneration philosophy, principles and directors, prescribed officers and non-executive directors and all employees.

The full **Remuneration policy** can be found on our website.

Shareholders will be requested to approve this policy in ordinary resolution 6.1 at the AGM scheduled for 3 September 2026.

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Implementation report

This section describes how the policy was implemented and discloses payments made to executive directors, prescribed officers and non-executive directors during the year.

Shareholders will be requested to approve this report in ordinary resolution 6.2 at the AGM scheduled for 3 September 2026.

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Remuneration committee report



Robert Roux
Chair

The committee is pleased to present its report for the financial year ended 31 March 2026 and is satisfied that it effectively discharged its responsibilities during the period.

Purpose and role

The committee serves as a combined remuneration and nomination committee and assists the board by providing independent and objective oversight of key remuneration matters for the group, including remuneration policy, strategies, philosophies and their implementation as disclosed to shareholders. The committee approves the appointment and remuneration of specific key positions. Nomination oversight includes the process for nominating, electing and appointing members to the board and its committees, non-executive directors to subsidiary boards, classification of directors, board and committee induction, ongoing development processes and interventions, succession planning and board performance evaluation processes. Nomination matters are chaired by the board chair. Shareholders are required to elect directors appointed by the board during the period, in addition to re-electing directors required to retire by rotation, as per the AGM notice.

Composition and attendance

Current members		Meeting attendance
Robert Roux (Chair)	Independent non-executive director	7/7
Gary Herbert	Non-executive director	7/7
Kuseni Dlamini (chairs: nomination matters)	Independent non-executive board chair	6/7

Terms of reference

The committee has adopted formal terms of reference, which include detailed reporting guidelines.

The committee's primary objective is to assist the board with its responsibilities to:

- Determine and approve the general policy on executive directors' and senior management's remuneration and the overall group remuneration policy (as articulated in the detailed report, the objective is to ensure that remuneration is fair, responsible and appropriate and that employment conditions and remuneration scales are market-related and sufficient to attract, retain and motivate high-performing employees)
- Ensure that executive remuneration is aligned to the group's strategic objectives and long-term value creation and therefore aligned to shareholders' interests
- Approve the appointment and remuneration of specific key positions, including executive directors, prescribed officers and heads of control functions
- Propose non-executive directors' fees to shareholders for approval at each AGM
- Oversee the nominations process, succession planning for the board and its committees (including subsidiary nominations), induction, ongoing development and evaluation processes
- Approve a broad-based board diversity policy, focusing on the promotion of the diversity indicators of gender, race, culture, age, field of knowledge, skills and experience

In addition to delivery against the standard annual plans, the committee also sets specific objectives for each year. This report focuses primarily on those objectives as the most material items.

Our remuneration approach

Alexforbes has an integrated approach to performance management and remuneration to give effect to the group's 'pay for performance' remuneration philosophy. The group's approach to total reward recognises that reward is multifaceted and does not only have direct financial components.

Our employee value proposition includes market competitive remuneration and rewards, and an enabling and supportive environment. This contributes towards the financial goals and overall job satisfaction of employees now and into the future.

Our total reward extends to wellness offerings, a work-from-home package and location flexibility, and learning and development. It also includes participation in recognition programmes as reflected in our employee People Promise.

The remuneration philosophy aims to:

- Attract and retain high-performing talent
- Protect and grow core skills
- Promote internal equity and fairness
- Reward and encourage behaviour consistent with the group's values
- Align the interests of all stakeholders

Use of independent remuneration consultants

The remco used the services of PwC and Bowmans in different capacities during 2026 to conduct independent and objective reviews of:

- The market benchmark for executive and non-executive director remuneration
- Our policies and practices against market practices with a specific objective to ensure the group has competitive policies that better attract and retain high-performing talent
- Reward practices that drive high performance and the recognition of rainmakers
- Alignment of the group's remuneration policies with appropriate remuneration best practice
- Incentive scheme design best practice

The committee is satisfied that the independent remuneration consultants were credible, objective and independent throughout in providing their services.

Click to see explanation of all icons

Factors that influenced remuneration decisions in 2026

External factors

- A challenging macro-economic environment characterised by uncertainty and market volatility. This includes, among other factors, GDP growth, inflation and interest rates, which affect the operating environment and may impact the group's financial performance, with potential consequences for remuneration and retention
- An increasingly competitive labour market competing for scarce skills, which directly impacts remuneration and associated premiums placed on certain scarce skills

Internal factors

- Strong 2026 financial performance
- Delivering on strategic initiatives set for the year
- Delivering on our service level agreements for clients and improved client engagement
- Continuing to improve employee culture and morale
- Change in the operating model
- Change in the LTIP to cash-settled
- Design of new incentive schemes

Delivery against the committee's 2026 key objectives

Key objectives	Achievements and value created	Relevant material matters	Relevant strategic objectives
Preparing for the remuneration-related changes contained in the Companies Act amendments	The Companies Amendment Act remuneration provisions (specifically sections 30A and 30B) were not yet in force during the year. The committee's focus was therefore on understanding the implications of the remuneration disclosure requirements, including pay gap reporting and assessing the group's readiness in the context of the early adoption of King V. In preparation for the Companies Act requirements becoming effective, remuneration fairness and pay gap reporting to the committee had been enhanced, but as disclosed in the remuneration report, the committee will consider these, especially the pay gap ratios, in greater detail in the 2027 financial year. As per the AGM notice, ordinary resolutions are now proposed to approve the remuneration policy and implementation report as required by the Companies Act remuneration provisions.	M2 M3 M5	S4
Considering more bespoke performance targets, intended to drive material growth and outperformance, following operating model changes	The committee approved bespoke scorecards and long-term incentive metrics for the new business areas. The difficulty in year one to achieve accurate expense allocations resulted in the divisional long-term incentive metric being based on growth in business unit net operating income only but subject to the committee's discretion to mitigate against the risk of expense overruns in business units. For the 2026 allocation, the business unit metric will be based on growth in net operating income.	M1 M3 M5	S4
More in-depth review and consideration of productivity metrics	The board as a whole received detailed information on productivity metrics in the resource-intensive administration area specifically. Although progress has been made with metrics in other areas, it will continue to receive focus.	M1 M3 M5	S4
Implementation of improvements identified through the board and committee evaluation process	The committee considered the outcomes of the board and committee evaluation process completed in 2025. Although there were no material deficiencies, certain ideal skills and experience deficiencies had been identified and the committee, in collaboration with the board, has agreed innovative solutions to supplement deficient areas in addition to focused skills enhancement through the ongoing governance sessions for continuous board development.	M1 M3 M5	S1 S4

In addition to the 2026 key objectives highlighted, the committee considered two other key incentive matters in the context of the group's share trading liquidity constraints and the group's transition to a cash-settled long-term incentive structure, namely the settlement of LTIP obligations and the minimum shareholding requirements (MSR) framework. Both matters had been disclosed to shareholders previously but brief summaries are included below for reference.

Settlement of LTIP obligations

In 2022, the board approved a non-dilutive LTIP scheme, the Alexforbes LTIP 2022 scheme (2022 scheme), to replace the Alexander Forbes long-term incentive share plan 2015. The 2022 scheme required shares to be purchased on-market and did not contemplate settlement through the issue of shares. However, given the liquidity constraints associated with the group's shares and the resultant share price volatility, the committee had considered that issuing ordinary shares would offer flexibility to settle the remaining vesting under the 2022 scheme for July 2026, 2027 and 2028.

A circular was issued to shareholders to obtain the authority to issue up to a maximum of 65 000 000 authorised but unissued ordinary shares to potentially settle the LTIP obligations over the period up to July 2028. 98.8% of voting shareholders approved the proposed resolutions at a general meeting held on 17 March 2026.

The committee will support the board in determining whether it is appropriate to utilise the authority in respect of any of the remaining vesting.

Click to see explanation of all icons

Minimum shareholding requirements

The committee acknowledged that the inability of executives to realise value from the existing MSR over time had become a potential detractor instead of effectively aligning executive and shareholder interests when considered alongside the limited tradability of the company's shares. In addressing this risk, a transaction was approved whereby the executives concluded an exchange agreement with ARC AF Holdings (RF) Proprietary Limited (ARC RF) for the transfer of 30 553 016 Alexforbes ordinary shares held in escrow in terms of the MSR policy, representing 2.35% of the issued share capital of the company, in exchange for Class A shares in a new special purpose vehicle (SPV), a wholly owned subsidiary of the group.

In terms of the transaction, the executives no longer hold any company shares as MSR but restrictive conditions apply to their Class A shares held in the SPV (as detailed later under MSR).

For more details on the transaction, refer to the **12 March 2026 Stock Exchange News Service announcement.**

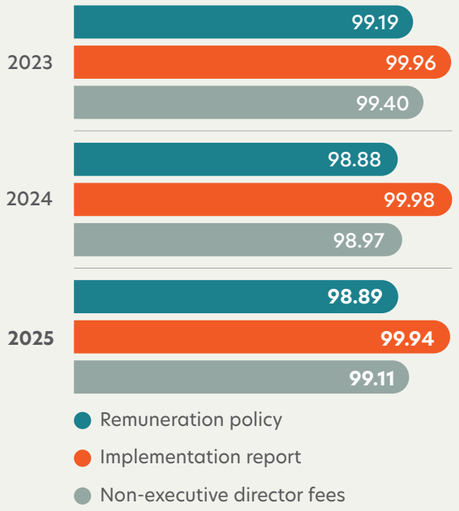
Key focus areas for 2027

	Relevant material matters	Relevant strategic objectives
Impact of proposed transformation and employment legislation changes With the proposed amendments to the B-BBEE codes and employment equity legislation, the board, supported by the setco and remco will consider the implication to the group's transformation strategy, supplier ecosystem, workforce planning and succession pipelines (particularly at senior management level) to ensure continued compliance and sustainable outcomes.	M2, M3, M5	S3, S4
Review of governance frameworks through the King V lens The committee will review and update the terms of reference together with relevant governance policies to ensure full alignment with King V principles and recommended practices.	M2, M3	S3, S4
Innovative interventions to address skills and experience deficiencies In continuing with the planned interventions commenced in response to the 2025 board evaluation, the committee will consider and implement innovative solutions to augment the suboptimal skills and experience areas.	M1, M3, M5	S3, S4

Shareholder engagement and AGM voting

The remuneration policy and implementation report continued to receive high voting support as illustrated below. No shareholders requested further engagements with the company.

Voting results (% vote in favour)



The remuneration policy and implementation report will be presented as separate ordinary resolutions at the AGM to be held on 3 September 2026.

The non-executive director fees will be presented as a special resolution at the AGM to be held on 3 September 2026.

These resolutions are set out in the **Notice of annual general meeting and summarised annual financial statements 2026.**

The committee is comfortable that the remuneration policy has met its stated objectives.

Should the policy and/or implementation report be voted against by 25% or more of the voting rights exercised, the committee will engage with shareholders to understand reasons for dissenting votes, address reasonable objections and report on the outcomes and any corrective measures taken or required. This approach continues to strengthen alignment between remuneration outcomes, performance, and stakeholder expectations, while reinforcing trust and long-term value creation.

Encouraging shareholder engagement

The committee recognises that proactive and transparent engagement with shareholders is essential to maintaining confidence in the group's remuneration practices. Following the distribution of the circular on 9 February 2026, which outlined the specific issue to settle obligations under the LTIP 2022, the chair conducted focused engagements with the company's three largest institutional shareholders.

These engagements provided an opportunity to explain the rationale for the specific issue, including the impact of liquidity constraints in Alexforbes shares and the resulting need for flexibility in settling vesting obligations over the 2026 to 2028 period. Shareholders were briefed on the governance framework guiding the committee's annual determination of the most appropriate settlement mechanism whether through on-market purchases, the issuance of shares, cash settlement or a combination thereof.

Shareholder feedback received through this process was reported to the remco and the board. The discussions affirmed support for the group's transparent approach, the structured governance safeguards in place and the transition to a cash-settled arrangement for awards from 2025 onwards. This engagement further reinforced the alignment between the group's remuneration strategy, responsible capital management and long-term value creation for shareholders.

We welcome any comments that shareholders may have on our report or any concerns regarding the remuneration policy or its implementation.

We will continue to consider all shareholder comments in future policy reviews and amendments. We remain committed to meeting shareholder expectations where feasible, continually enhancing our reporting and maintaining accurate, transparent and relevant disclosure on the performance measures used to award short-term and long-term incentives.

Approval and assurance

The remco is responsible for the integrity of the remuneration report and is responsible for ensuring that the details in the report are an accurate reflection of the group's remuneration activities. While certain financial highlights included in this report were extracted from audited information, such sections are not audited herein.

Robert Roux
Chair



Our remuneration policy

Overview

Alexforbes aims to:

- Offer total remuneration that meets the remuneration philosophy of the group and aligns with our employee value proposition and performance management system
- Complement and support the delivery of financial and non-financial key objectives, which underpin the group's strategy and encourage achieving short-term results and long-term value creation and sustainability
- Align the remuneration of executive and senior management with the creation of long-term shareholder value
- Attract, motivate and retain talented, high-performing people and offer them competitive guaranteed packages aligned to market benchmarks

Reward philosophy

Our reward philosophy promotes a holistic total rewards approach combining remuneration with other elements of reward to attract, motivate and retain talented individuals. The principle of performance-based remuneration increases employees' earning opportunities and provides a market-competitive total remuneration when taken together with guaranteed pay.

Philosophy

Offer total rewards that attract, motivate, reward and retain high-performing talent

Balance business performance and support an integrated, client-centric approach to delivering services and value to clients

Transparent engagement and communication and an effective governance structure for pay

Define performance within the context of risk appetite when linking to pay and include financial and non-financial measurements

Improve employees' financial outcomes

The total rewards philosophy strives to create a reward environment conducive to high performance by enabling growth and development.

Policy

The remuneration policy is positioned to ensure that the group's total rewards paid to executives and all employees are affordable, market competitive and equitable. Remuneration decisions are based on objective criteria to ensure fair and responsible pay that is free from discrimination based on race, gender or creed.

The policy guides remuneration decisions to prevent excessive or inappropriate risk-taking.

Fair and responsible

At Alexforbes, our commitment to fair and responsible remuneration is deeply embedded in our purpose of securing a better future for our clients, employees and broader society. We recognise that equitable pay practices are not only a moral imperative but also a strategic enabler of trust, engagement and long-term sustainability.

We define fair pay as the consistent and transparent application of remuneration principles that ensure equal pay for work of equal value and market-competitive remuneration while monitoring internal equity.

We benchmark executive and all levels of employees using the REMchannel salary survey specifically looking at the financial services industry with an appropriate comparator group. Additionally, we benchmark executive and non-executive director remuneration biennially using an independent remuneration consultant. Our remuneration philosophy is guided by the principles of dignity, accountability and sustainability. Key actions include balanced reward structures and reviewing reward outcomes, which include assessing remuneration across race, gender and job to ensure fairness:

- How executive pay is positioned relative to the broader workforce
- Approach to wage gaps
- Wage gap disclosure to demonstrate transparency and active monitoring of fairness in pay distribution

Considering the effective date of the Companies Act amendments relating to remuneration, the committee did not deliberate on the wage gap disclosures in this reporting period. The requisite disclosures are included but the committee has not deliberated these in any detail nor opined on their appropriateness. Although the committee was comfortable with the previous reports received on remuneration fairness, gender pay gaps and minimum salaries, the committee will direct more attention to the Companies Act-specific metrics and ratios in the forthcoming year.

More detail on the group's approach to fair and responsible remuneration is available in the full **Remuneration policy** on the group's website.

Components of remuneration

Our remuneration structure comprises three components: total guaranteed pay, short-term incentives and long-term incentive plan.

Total remuneration consists of fixed and variable components with emphasis on variable pay at executive and senior levels. The remuneration mix varies per occupational level to ensure alignment with the group's sustainability, long-term performance and shareholder value creation.

Total guaranteed pay

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Pay for job complexity

Pay for performance

Short-term incentives

Page 131.

Incentivise for short-term performance

Drive annual performance objectives

Recognise and reward exceptional performance

Long-term incentive plan

Page 133.

Long-term business goals

Retention

Wealth creation

Long-term value creation and shareholder alignment

Current remuneration mix

The targeted remuneration mix refers to the relationship between fixed and variable pay elements.

Components of remuneration		Increases informed by: / Delivery mechanism	Eligibility* AE	EM	SM	MM
Total guaranteed pay		**Increases informed by:** • Individual performance • Promotion • Job role change • Market benchmarks				
		Delivery mechanism Cash-based remuneration package Benefits include: • Retirement contributions • Medical aid and life/disability cover contribution • Other allowances	●			
Short-term incentives		• STI pool calculated in line with the full-year financial performance • Reward based on group and individual performance in financial and non-financial measures • One-third of the STI pool retained for discretionary awards • Rainmakers/top or outperformers defined and appropriately rewarded through discretionary pool				
		Delivery mechanism • Cash award • Paid annually in June	●			
Long-term incentive plan (equity settled) applies to in-flight awards with vesting date up to June 2028		• Align executives with shareholders: linking reward to achievement of financial and non-financial strategic objectives • Scheme has three types of allocations: conditional awards, forfeitable awards and outperformance awards • Subject to malus and clawback and MSR applicable in respect of vestings up to July 2025 with future vestings no longer subject to the MSR • Equity-settled scheme (shares bought on market, non-dilutive, but with the specific issue enabling new issues) • Allocation is linked to individual performance • Equal vesting in year three and year four • Vesting of conditional awards is subject to three- and four-year performance conditions while the vesting of forfeitable awards is subject to the continued employment condition being met and the vesting of outperformance awards is subject to four-, five- and six-year performance conditions				
		Delivery mechanism • Share-based award (that may be cash-settled or partly cash-settled at remco discretion) • Allocated annually in June, but no new allocations since 2024 **Performance conditions include (conditional awards):** • HEPS growth, return on equity (ROE) and strategic initiatives (for all awards prior to the 2023 and 2024 allocations) • HEPS and ROE for 2023 and 2024 allocations **For outperformance awards:** • HEPS growth, ROE and total shareholder return (TSR)		●	●	●
Long-term incentive plan (cash-settled)	Conditional performance incentive scheme (CPIS)	• Aligned with the equity-settled scheme (settled in cash) • The grant price and the vesting value will be determined through a formula derived from a predetermined multiple of normalised HEPS				
		Delivery mechanism • Cash-based award • Allocated annually in July **Performance conditions include conditional awards:** • HEPS growth, ROE and divisional revenue target (for 2025 allocation only) for the respective divisions		●	●	
	Deferred cash incentive scheme (DCIS)	• Aligned with the retention principles in the equity-settled scheme • The DCIS is an incentive scheme where the award is subject to a minimum investment period of two years with funds being invested over this period. Participants may only apply to the remco to consider a disposal application after the expiry of the minimum investment period • Allocations are based on performance, talent and retention considerations • The DCIS will be included in the total package of the employee for continued evaluation of benchmark pay • The allocation remains discretionary in line with variable pay principles and therefore not guaranteed • This incentive will be forfeited in full and no portion of the award will be paid out on termination of employment				
		Delivery mechanism • Employees will not automatically receive a fixed percentage of total guaranteed pay as there will be differentiation based on performance and strategic considerations at allocation • Allocated annually in July **Performance conditions include:** • Cash payment only due on vesting and subject to continued employment			●	●

* ***AE:*** *All employees* ***EM:*** *Executive management* ***SM:*** *Senior management (Level 5 and 6)* ***MM:*** *Middle management (Level 4)*

Total guaranteed pay (TGP)

TGP (fixed pay) reflects the individual's role, position and market positioning. It is payable for undertaking day-to-day duties. TGP is a fixed component that consists of base pay plus benefits (non-cash fringe benefits and fixed allowances).

Alexforbes strategically positions itself to ensure competitive total reward within the parameters of affordability. We have adopted a principle of a weighted average benchmarking in relation to the market's 50th percentile (or median) on TGP instead of a fixed target and deliver competitive total reward through leveraging non-guaranteed incentive pay with a spread from minimum to top percentile.

Total reward in certain instances (consistent high performance, scarce skills and critical roles) can be benchmarked at the market's upper quartile. The group's relative market position strives to ensure that it attracts and retains the core competencies required to meet its strategic objectives.

Base pay

Attract and retain employees and ensure internal equity and external competitiveness

Base pay is reviewed annually with effect from 1 July. This annual review includes merit adjustments. The average increase in employment cost is approved by the remco and considers the increase in cost of living, market remuneration rates, affordability and general employment market trends.

Once the overall increase is determined, individual employee performance measurement outcomes drive the annual reward cycle review. The following variables are also considered:

- The individual's assessed long-term value to the group and skills scarcity
- The individual's remuneration positioning within a pay scale and remuneration of others in similar positions internally (internal equity)
- Market alignment (external benchmarks)

Fixed allowances

Ensure business continuity, operational effectiveness and comply with legislation

Shift, standby and overtime circumstantial allowances are paid based on specific operational requirements.

Fringe benefits

Ensure competitiveness, employee wellness and engagement

Employees are contractually obliged to belong to the approved medical aid and retirement fund (Alexander Forbes Retirement Fund), inclusive of life and disability cover (life assurance cover, permanent health, insurance, dread disease cover, spouse's cover and funeral benefit). Contributions are made by the group and the employee.

In addition, the following benefits are offered to permanent employees:

- Travel allowance (provided that the employee qualifies in terms of income tax legislation)
- Wi-Fi reimbursement (allowance for working from home)

Variable pay

Variable pay consists of STI and LTIP awards that promote sustainable short-term and long-term business and individual performance. Variable pay is based on group and individual performance outcomes.

Short-term incentive (STI)

The STI (bonus) component drives financial and non-financial aspects of group and individual performance by aligning individual performance to strategy. All permanent, active employees are eligible for the STI, except those who receive sales incentives or commissions.

Alexforbes's STI scheme rewards meeting specific predetermined short-term group targets. It seeks to enable participants to have a clear understanding of value-adding remuneration opportunities and what they can do to maximise their value-add and, ultimately, their variable remuneration.

The guiding principles are as follows:

- A direct link between performance management and rewards
- Objectives and measures derived from the overall annual strategic objectives of the group cascaded down to determine relevant objectives and targets at all levels
- The weighting on the group scorecard for financial and non-financial measurements generally biased towards financials with the split determined by the committee at the point of approving the group scorecard (the split is informed by specific objectives for any specific years to drive the outcomes for achieving financial and non-financial objectives linked to the group's long-term strategy)

Qualifier

The qualifier for the STI award is based on an individual achieving specific short-term key performance measures and the group achieving specific short-term group targets approved by the committee.

The group introduced a new performance management system with measurement outcomes of 'missed', 'met' and 'exceed'. Individual measurement outcome of 'exceed' results in a larger STI allocation and an outcome of 'missed' results in no STI allocation.

Annual group scorecard

The group scorecard measurement is based on a measurement outcome scale with a measurement outcome of 'met' being on target. The scorecard, approved by the committee, includes financial and non-financial measures comprising the targets on four components:

- Financial
- Customer
- Internal business process
- People

Weighting can vary year on year and is detailed in the implementation report (page 141). Each of these components has several value drivers, which are broken down into initiatives designed to enable the delivery of the business objectives aligned to strategy.

The group scorecard and cascading of initiatives provide granularity in the number of controllable measures of the group's performance and links performance to reward.

STI pool methodology

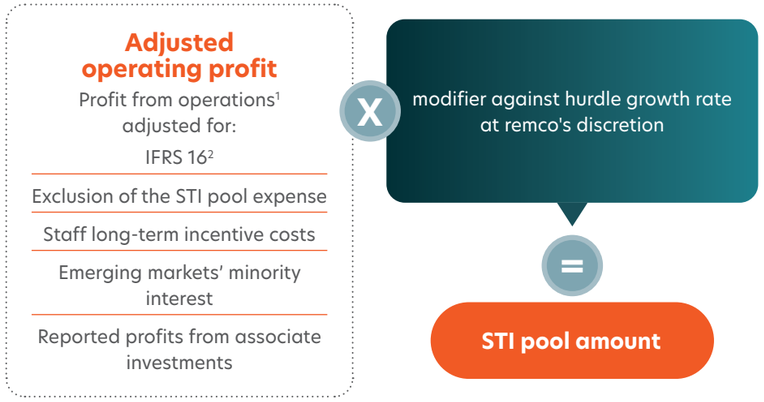
A group-wide STI pool is determined by applying a formula-based calculation, which incorporates the following inputs, approved by the committee:

- A percentage of adjusted normalised profit from operations before non-trading and capital items (adjusted operating profit)
- A performance-related modifier for performance above and below a predetermined threshold (measured by the required hurdle growth rate)

Thresholds are set to ensure that the STI pool reduces at a proportionally higher rate for below-target performance and increases at a higher proportional rate for above-target performance. The committee reviews these thresholds annually.

The mechanism for quantifying the pool is subject to annual review and refinement by the committee and can be modified where necessary.

The STI pool size determines the final amounts paid to eligible employees. The individual award is calculated in line with the employee level, employee performance and group performance, calibrated to the size of the pool.



1 Profit from operations before non-trading and capital items.
2 IFRS 16 lease adjustment with the intention of reflecting the cash expense for leased property.

Long-term incentive plan (LTIP)

The LTIP is designed to:

- Reward individual performance for the achievement of long-term strategic objectives
- Act as a retention mechanism
- Align the objectives and focus of those individuals with the most influence on delivery of the group's strategy, long-term sustainability and value creation with shareholder interests
- Incentivise executive and senior management to drive growth and achieve sustainable above-market growth and returns

The vesting of the LTIP awards is conditional on achieving performance and/or service conditions measured over a period appropriate for the achievement of the group's strategic objectives and continued employment over the vesting period. This aligns the interests of executive and senior management with shareholder interest.

Performance measures are linked to factors enhancing stakeholder value and require strong levels of overall corporate performance measured against predetermined objectives and targets.

Awarding of LTIPs is made on a sliding scale to avoid an 'all or nothing' profile that may encourage undesirable risk-taking and starts at a level that is appropriate in comparison with TGP. Awards with high potential value may only be linked to commensurately high levels of performance. Full awards require significant value creation.

Level	% of TGP
CEO	**100**
Other executives	**80**
6 (senior management)	**60**
5 (senior management)	**40**
4 (middle management)	**20**

Malus and clawback

The malus and clawback provisions apply for all STI and LTIP awards allocated. Malus provisions provide the ability to reduce, in part or in full, the value of an incentive that may vest in the future before vesting. The clawback provision provides the ability to recover the value of vested shares in part or in full after vesting.

In terms of these provisions, the committee may reduce the quantum of STI or LTIP awards in whole or in part (including to nil) under the following circumstances:

- Should the participant act fraudulently or dishonestly or be in material breach of obligations to the group and/or
- Should the group become aware of a material misstatement or omission in the annual financial statements



LTIP continued

Equity-settled LTIP (in-flight awards)

The equity-settled LTIP applies to executive and middle to senior management (Level 4 and above).

Equity-settled LTIP (old scheme)

Awards up to July 2024

These awards are governed by the Alexforbes Long-term Incentive Share Plan 2022 (2022 LTIP), a non-dilutive scheme.

The group has three types of share awards:

Conditional share plan (CSP) awards

Granted subject to continued employment and achieving certain company performance conditions. Performance is measured over a three- and four-year period with staggered vesting in equal tranches in years three and four.

Outperformance CSP awards

The 2022 LTIP rules allow for outperformance awards, a subcategory of CSP awards with more onerous performance criteria for vesting and longer vesting periods.

These are granted subject to continued employment and achieving certain performance conditions. In addition, participating employees forgo one-third of their on-target, short-term and long-term incentive award in the year of allocation of the outperformance CSP award.

The outperformance CSP awards require a vesting period determined by the committee, which will always be longer than the standard CSP vesting period. Outperformance awards are awarded to a participant only once in a five-year period and are intended to reward significant performance over an extended period.

Forfeitable share plan (FSP) awards

Granted subject to continued employment, with no performance conditions, other than the original individual entry performance condition. Vesting is staggered in equal tranches in years three and four. These awards are aimed at retention.

Performance measures

Metric, rationale and measurement	CSP	Outperformance CSP
Normalised HEPS growth • Basis on which management manages the group and normalised results reflect the economic substance of the group's performance • Normalised HEPS growth over time should be the foundation of share price appreciation and shareholder wealth creation • Sustainable growth in normalised HEPS is important to achieving long-term performance and this measure is based on a three- and four-year compound annual growth rate to align with the vesting periods	**Weighting 50%** **Vesting:** 30% vests for threshold performance and 100% vests for target performance where: • Threshold performance = nominal GDP growth • Target performance ≥ nominal GDP growth + 6% Linear vesting applied between these points	**Weighting 33.3%** **Vesting:** 0% vests for threshold performance and 100% vests for target performance where: • Threshold performance = nominal GDP growth • Target performance ≥ nominal GDP growth + 8% Linear vesting applied between these points
Normalised ROE • Measurement incorporates the annual delivery of results against the capital held within the business • Normalised ROE is measured over the performance period and is calculated based on the simple average of the reported ROE over the vesting periods	**Weighting 50%** **Vesting:** 30% vests for threshold performance and 100% vests for target performance, where: • Threshold performance = risk-free rate + 2% • Target performance ≥ risk-free rate + 6% Linear vesting applied between these points	**Weighting 33.3%** **Vesting:** 0% vests for threshold performance and 100% vests for target performance where: • Threshold performance = risk-free rate + 6% • Target performance ≥ risk-free rate + 10% Linear vesting applied between these points
Strategic initiatives • Inclusion of strategic initiatives provides the board with a further tool to drive specific objectives, which contribute to long-term sustainability and value creation. The initiatives are clearly defined and measurable, scored by the board annually • In 2024, the committee determined that the strategic initiatives will not automatically apply to each tranche and these were not applicable to the allocation awarded in July 2023 • The weighting for HEPS and ROE increased from 35% for prior year awards to 50% each for the allocations awarded from July 2023 onwards (the inclusion of strategic initiatives in future years will be considered by the committee in each instance)	**Weighting committee discretion** **Vesting:** The scores for all initiatives will be added at the end of the vesting period and applied to the vesting shares as a percentage of the total possible score for the entire vesting period	N/A
Total shareholder return • TSR is the most direct measure of shareholder value creation and is directly linked to shareholder outcomes • Calculated as the compound annual growth over the performance period in the TSR index, as provided by Bloomberg, with the initial and final index values smoothed using a 20-day trading average	N/A	**Weighting 33.3%** **Vesting:** 0% vests for threshold performance and 100% vests for target performance where: • Threshold performance = risk-free rate + 6% • Target performance ≥ risk-free rate + 11% Linear vesting applied between these points

Settlement of shares (in-flight awards)

The 2022 LTIP has in-flight awards vesting annually up to and including July 2028. In terms of the 2022 LTIP rules, the group can settle the share incentive benefits due to scheme participants through the purchase of Alexforbes shares in the open market.

For practical reasons related to the liquidity of Alexforbes shares, the group obtained shareholder approval, by way of a general meeting that took place on 17 March 2026, that provides the flexibility to potentially issue new shares to settle the obligation to employees for the remaining period of operation of the 2022 LTIP.

During the current year, the committee, in line with its discretionary authority and similar to last year, resolved to cash settle the 2022 and 2023 tranche of the vested LTIP awards where participants opt to sell. In addition, the committee also approved the cash settlement of the dividend equivalent amount in respect of these tranches for the conditional awards in line with the scheme rules.

Consequently, the group did not issue any shares under the special authority obtained from shareholders. The maximum number of shares that may be issued over the remaining life of the 2022 LTIP is 35 000 000 shares.

LTIP continued

Cash-settled LTIP

Cash-settled LTIP (new scheme)

Awards from July 2025 onwards

These awards are governed by the Alexforbes Cash-Settled Long-term Incentive Plan 2024

The group has converted its long-term incentive scheme to a cash-settled scheme (the cash-settled scheme or cash-settled LTIP) as a result of the group's share trading liquidity constraints.

This scheme will be made up of two components:

- conditional performance incentive scheme (CPIS)
- a deferred cash incentive scheme (DCIS)

CPIS

Participation in the CPIS is role-specific with only those roles, which have a direct influence on the long-term performance of the group and the associated performance measures of the CPIS being included:

- CPIS allocations would typically be considered for senior and executive management, provided their roles, are deemed to have long-term direct business impact in alignment to shareholder interests.
- There are differentiated performance targets for different areas with key positions or teams having different performance targets, which are more directly aligned to what they have direct control over.

MSR is no longer a condition for vesting on the CPIS.

The group has two types of awards under the CPIS, which are forfeitable and conditional awards. These are similar to the equity-settled LTIP scheme. Dividend equivalent units are not included in the settlement of the conditional and forfeitable awards on the vesting date.

The conditional and forfeitable awards will have 50% vesting after three years, 50% vesting after four years.

Conditional awards

Granted subject to continued employment and achieving certain group performance conditions. Performance is measured over a three- and four-year period with staggered vesting in equal tranches in years three and four.

Forfeitable awards

Granted subject to continued employment, with no performance conditions, other than the original individual entry performance condition. Vesting is staggered in equal tranches in years three and four. These awards are aimed at retention.

DCIS

The DCIS is targeted towards management outside of group and business executive management also enabling the group to offer employees efficient savings by utilising its remuneration offering:

- The DCIS is an incentive scheme where the award is subject to a minimum investment period of two years with funds being invested over this period. Management outside of group and business executive management will be eligible to receive DCIS awards.
- There may also be senior management who participate in this scheme. Allocations are based on performance, talent and retention considerations. Employees will not automatically receive a fixed percentage of TGP.
- There will be differentiation based on performance and strategic considerations at allocation. The allocation remains discretionary in line with variable pay principles and therefore not guaranteed.
- Participants may only apply to the remco to consider a disposal application after the expiry of the minimum investment period. This incentive will be forfeited in full and no portion of the award will be paid out on termination of employment other than for good leavers.

Performance measures

CPIS: Conditional awards

Metric, measurement and weighting	Group		Business unit	
	Weighting		Weighting	
	2025: 100%	2026: 70%	2025: 70%	2026: 50%
Normalised HEPS growth	30% vests for threshold performance and 100% vests for target performance where:		30% vests for threshold performance and 100% vests for target performance where:	
	• Threshold performance = nominal GDP growth • Target performance ≥ nominal GDP growth + 6%	• Threshold performance = nominal GDP growth + 2% • Target performance ≥ nominal GDP growth + 8%	• Threshold performance = nominal GDP growth • Target performance ≥ nominal GDP growth + 6%	• Threshold performance = nominal GDP growth + 2% • Target performance ≥ nominal GDP growth + 8%
	Linear vesting applied between these points		Linear vesting applied between these points	
	Weighting		Weighting	
	2025: 0%	2026: 30%	2025: 30%	2026: 50%
Business unit operating income (including other income) growth (2025) **Business unit operating profit growth (2026)**	N/A	30% vests for threshold performance and 100% vests for target performance where: • Average for all business units targets applicable Linear vesting applied between these points	30% vests for threshold performance and 100% vests for target performance where: • Specific business units targets applicable Linear vesting applied between these points	
Negative modifier				
Performance percentage reduced by 20% if the ROE declines below risk free rate* + 6%				

* *The risk-free rate is measured on the basis determined by the remco from time to time.*

Benchmarking

As mentioned in the section under fair and responsible remuneration, we benchmark executive and all levels of employees using the REMchannel salary survey specifically looking at the financial services industry with an appropriate comparator group. We also benchmark executive and non-executive director remuneration biennially using an independent remuneration consultant.Under this exercise, an appropriate comparator group is chosen. The comparator group used during the last exercise included:

- AfroCentric Investment Corporation
- Brimstone Investment Corporation
- Clientèle
- Discovery
- JSE
- Old Mutual
- PSG Financial Services
- Sanlam
- Santam
- Transaction Capital

The use of discretion

The remco has discretion to withdraw or change the STI scheme. In addition, the committee holds overriding discretion on incentive payments, including zero STI awards. In the event of exceptional individual performance achieved (within the context of poor company performance) ex-gratia payments may be approved.

The committee may exercise discretion for up to a third of the STI and LTIP allocation based on the following principles:

- The scope for discretion is used primarily for rewarding top performers and rainmakers and key talent who meet performance criteria
- The need to apply discretion will generally, but not always, arise from the following:
  - The formulaic result does not produce sufficient incentive to appropriately reward top performers, rainmakers and retain the skills of the individual
  - The formulaic result does not adequately reflect the performance of the individual

Discretionary allocations are only considered if they are supported by objective justification and follow the discretion approval and governance process.

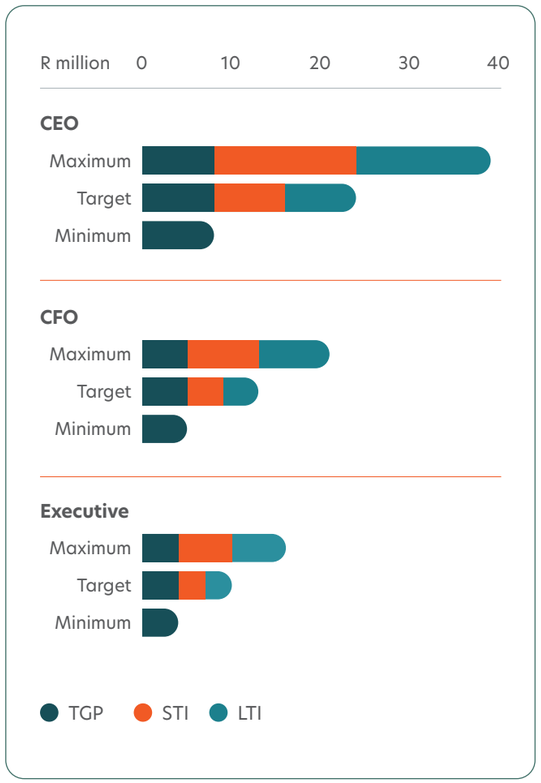
Following the approval of the variable incentive pool by the committee, executive management has the same discretion to use up to a third of the approved pool for discretionary allocations to recognise top performers, rainmakers and scarce skills and to retain key talent through appropriate allocations of LTIPs. Executive management discretion is guided by the same principles above and additional operational guidelines issued by management at commencement of allocations.

Executive remuneration

Remuneration mix at minimum, target and maximum

The main difference in the remuneration structure of executives and other employees is a greater emphasis on variable performance-linked pay in senior roles. As an overarching principle, executive remuneration is structured to ensure alignment with the creation of shareholder value and the strategic objectives of the group and to encourage achievement of stretched targets within appropriate risk parameters.

Variable pay includes the STI to drive and incentivise annual performance over the financial year and the LTIP to drive longer-term performance over a four-year period. The pay mix is the potential earnings per year that can be achieved linked to performance. It includes the minimum earnings, on-target earnings and the maximum potential earnings.



The assumptions applied in these calculations are:

Minimum remuneration

Assumes zero performance outcome on variable pay targets not met: performance measurement outcome of 'missed'.

Target remuneration

Assumes the performance outcome for the company and individual resulted in an on-target outcome targets met: performance measurement outcome of 'met'.

Maximum remuneration

Assumes the performance outcome for the group and individual resulted in a 'stretch outcome' exceeded targets: performance measurement outcome of 'exceed'.

The pay mix for any given year will vary based on performance (group and individual), which drives all decisions in the allocation process, as well as consideration for retention, especially in LTIP awards.

The approved STI pool based on group performance may influence decisions on the mix. For illustration, in a year when an STI pool is low, the group may use more LTIP allocations to mitigate retention risks. The group has a cap in place for STI that is based on the on-target amount.

Refer to the **2026 STI outcome** on page 143.

MSR

As referenced earlier, all of the executives' shares held in terms of the minimum shareholding requirements were transferred to ARC RF in a transaction concluded in March 2026. In terms of the exchange transaction, the executives exchanged Alexforbes shares, previously held in escrow for MSR purposes, on a one-for-one basis for restricted Class A shares held by ARC RF in Alexforbes MSR Proprietary Limited, a wholly owned subsidiary of Alexander Forbes Limited. Following the exchange transaction, ARC RF no longer holds any of the Class A shares. The Class A shares, now held only by the executives, are entitled to economic benefits and have limited voting rights. The cash proceeds received from the ARC subscription are invested in an Alexander Forbes Investments unit trust portfolio.

The amended MSR policy records the revised structure pursuant to the exchange transaction. The purpose of this policy is to ensure alignment between the long-term interests of executives and those of shareholders while taking into account changes to the group's long-term incentive structure and the liquidity characteristics of the company's shares. The Class A shares remain restricted for a period of five years from the effective date of the exchange agreement in line with the rules of the MSR policy. The vesting of the current in-flight equity-settled LTIP and the cash-settled LTIP no longer necessitate holding of the group's shares in terms of the amended MSR policy.

The beneficial interests of the executive directors and prescribed officers in the Class A shares are set out below:

Executive directors and prescribed officers	Number of shares held ('000)
Dawie de Villiers	**15 573**
Bruce Bydawell	**5 750**
Carina Wessels	**3 339**
Butši Tladi	**2 038**
Jonathan Muthige	**1 606**
Viresh Maharaj	**2 247**
Total	**30 553**

Service contracts

Executive directors and group executives have permanent employment agreements with the group. The notice period for all executive committee members is three months. None of the executive directors or group executives have special contractual obligations in employment contracts that could give rise to payments on termination of employment.

Non-executive directors' fees

The factors that determine non-executive directors' fee proposals are:

- The group's market capitalisation and sector
- The level of complexity and responsibility, especially in relation to regulated companies
- The time commitment (for meetings and on a continual basis)
- Non-executive directors are not eligible to receive any performance incentives or LTIPs
- Shareholder nominee director fees are paid to the shareholder company and, in some instances, shareholders waive the fees

The level of individual competence does not influence individual remuneration other than certain committees that may require a different level of competence. Residency does not influence remuneration although travel and accommodation are paid by the group in addition to the normal fees payable.

The chair's fee is based on an all-inclusive fee, considering the number of applicable boards and regardless of board committee attendance (which the chair is expected to attend as far as possible as a standing invitee).

Fees comprise a monthly fee and are not based on attendance. No additional meeting or sitting fees are paid. Non-executive directors are encouraged to attend all meetings as invitees but do not receive payment where they are not a committee member.

Benchmarking

As far as possible, the same comparator groups applicable to executives and general employees apply to non-executive director fees to ensure parity and fairness. The group targets non-executive director fees at the median although certain instances may warrant the upper quartile.



Implementation report

The remco considers payments in 2026 to be in line with the group's remuneration policy and where discretion (within permitted parameters) has been applied such instances are specifically indicated.

2026 key decision highlights

Inflationary increases and other adjustments

The committee approved an inflation-related increase of 3.9% across all employee levels effective 1 July 2025.

For the other regions, the annual salary increase was based on the budgeted increase and in-country inflation.

CSP awards: dividend equivalent

The committee approved the cash settlement of conditional awards in respect of the 2022 and 2023 tranches for the dividend equivalent amount awarded in line with the scheme rules.

Cash-settled scheme

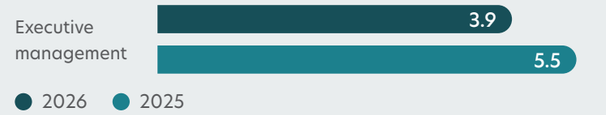
The committee approved a cash offer to employees for the settlement of vesting LTIP awards under the existing equity-settled scheme.

2026 TGP outcome

For financial year 2026, an average increase of 3.9% (2025: 5.5%) was made as part of the annual review cycle with effect from 1 July 2025. This increase was applied across all levels.

Increases for the financial year were in line with inflation in South Africa (average consumer price index at the time was 3.9%) and aligned with in-country inflation in other jurisdictions. Increases for the regions differed and were generally related to local country inflation.

TGP increase (%)



An average inflationary increase of 3.3% effective 1 July 2026 was approved for financial year 2027 across all employee levels in South Africa and Namibia while Botswana, Channel Islands and Nigeria were adjusted based on the in-country inflation.

The summary TGP outcome for current executive directors and prescribed officers is shown in the table below (and in the table containing the single-figure remuneration on page 149).

R'000	2026	2025
Dawie de Villiers	**8 200**	7 595
Bruce Bydawell	**4 602**	4 576
Carina Wessels	**3 699**	3 477
Butši Tladi	**3 608**	3 303
Jonathan Muthige	**3 685**	3 524
Viresh Maharaj	**3 561**	3 448
Total	**27 355**	**25 923**

Note: The table above excludes executives who resigned during the year or are no longer prescribed officers.

2026 STI outcome

2026 group scorecard outcome

The performance against the group scorecard for the financial year was above expectation owing to disciplined strategic execution across the business.

The outcome of the group scorecard for the 2026 financial year on which the STI incentive is based is shown below:

Component	Value driver		Weight	2026 score	Outcome
Improve shareholder returns	Net revenue growth	%	**20%**	**10.2%**	Exceeded
	Growth in expenses	%	**20%**	**3.7%**	Exceeded
Market leading advice with effective outcomes	NPS	Score	**10%**	**41.18**	Met
	CSAT score	%	**10%**	**83%**	Met
	Investments performance: Top 8 portfolios versus benchmark	Score	**10%**	**7 of 8 beat benchmark over a 3 year period**	Exceeded
Internal business processes	Efficiency: Financial advice solutions (FAS) project	Score	**20%**	**Lift & Shift to cloud & UAT readiness**	Met
Clear and focused people strategy	Employee engagement	%	**10%**	**75%**	Exceeded

Based on the financial and non-financial performance results, the overall group scorecard resulted in a measurement outcome of Exceeded (2025: 3.4/equivalent of 'met'). The group scorecard is based on a measurement outcome scale with a measurement outcome of 'met' being on target.

STI pool outcome

R million	2026	2025
Profit from operations before non-trading and capital items	**1 024**	911
Remco performance measurement[1]	**1 556**	1 263
STI pool calculated on formula	**311**	253
Approved committee bonus pool[2, 3]	**355**	295

1 The remco performance measurement is determined considering adjustments to profit before operations (refer to page 131 under the remuneration policy section of this report for detail on the STI bonus methodology).

2 Growth rate hurdle of 5% with a pool multiplier of 1.5 times was applied for 2026 (2025: 5% and multiplier of 1.5 times).

3 Of the approved committee bonus pool for 2026, R345 million (2025: R294 million) was allocated.

STI payment

Annual STI bonus payments are paid in cash following finalisation of the group's audited financial results for the year in question and are not deferred.

Key considerations in the 2026 financial year reward cycle included:

- Ensuring and enabling the long-term sustainability of the business through engaged employees and superior client service
- Group sustainability and affordability
- The outcome of the 2026 group scorecard and the STI pool outcome
- Demonstration of the link between pay and performance

Based on a combination of group and individual performance (as detailed in the remuneration policy) the resultant STI awards for executive directors, prescribed officers and all other employees are shown in the table below.

STI outcome (R'000)	2026	2025
Executive committee members*	**34 750**	32 300
Senior management	**140 687**	113 759
Management	**79 973**	68 028
Other employees	**90 026**	80 255
Total operations	**345 436**	294 342

** The total STI outcome for the prior year includes the bonus paid to Laura Kukard who resigned as prescribed officer effective 1 July 2025.*

Details of the STI paid to each of the executive directors and prescribed officers are set out in the table below (and in the table containing the single-figure remuneration on page 149).

R'000	2026	2025
Dawie de Villiers	**13 000**	10 000
Bruce Bydawell	**6 750**	5 500
Carina Wessels	**2 500**	3 300
Butši Tladi	**4 750**	3 900
Jonathan Muthige	**3 500**	3 100
Viresh Maharaj	**4 250**	3 500
Total	**34 750**	29 300

Note: The table above excludes executives who resigned during the year or are no longer part of the executive.

LTIP outcome

Summary comparison: equity-settled LTIP awards allocated

Component	2023	2024	Outperformance 2022
Instruments used	CSP 75%	CSP 80%	CSP 100%
	FSP 25%	FSP 20%	N/A
Performance metrics and weighting (CSP)	Normalised HEPS (50%) Normalised ROE (50%)		Normalised HEPS (33.33%) Normalised ROE (33.33%) TSR (33.33%)

Summary comparison: cash-settled LTIP awards allocated

Component		2025	2026
Instruments used	**Conditional award**	80%	80%
	Forfeitable award	20%	20%
Performance metrics and weighting (Conditional Award)	**Business unit (weighting)**	Normalised HEPS (70%)	Normalised HEPS (50%)
		Business Unit Income (30%)	Business unit profit from operations (50%)
	Group centre (weighting)	Normalised HEPS (100%)	Normalised HEPS (70%)
			Business unit profit from operations[1] (30%)
		Performance percentage reduced by 20% if the ROE declines below risk free rate[2] + 6%	

1 Measured based on the average of the corporate, investments, retail and growth markets business unit performance conditions.
2 The risk-free rate is measured on the basis determined by the remco from time to time.

LTIP shares and units outstanding

Share outstanding under the equity-settled scheme

The total position of shares outstanding in relation to historical awards made under both the CSP and FSP is detailed in note 19.4 of the 2026 annual financial statements (pages 57 to 59).

CPIS units outstanding under the cash-settled scheme

The total position of units outstanding in relation to the cash-settled awards is detailed in note 22.4 of the 2026 annual financial statements (pages 63 to 65).

In-flight awards with a performance period ending during the 2026 financial year

The vesting profile for the second and final tranche (50%) of the 2022 award with a performance period ending 31 March 2026 and the first tranche of the 2023 award (50%) with a performance period ending 31 March 2026 are as follows:

		CSP 2022 - year 4		CSP 2023 - year 3	
	Weighting	Performance	Weighted	Performance	Weighted
HEPS	35.0%	100.0%	35.0%	100.0%	35.0%
ROE	35.0%	100.0%	35.0%	100.0%	35.0%
Strategic initiatives	30.0%	98.0%	29.4%	94.0%	28.2%
			99.4%		**98.2%**

The vesting profile for the second tranche (one third) of the outperformance CSP award with a performance period ending 31 March 2026, is as follows:

		Outperformance CSP - year 4		Outperformance CSP - year 5	
	Weighting	Performance	Weighted	Performance	Weighted
HEPS	33.33%	100%	33.4%	100%	33.4%
ROE	33.33%	–	–	–	–
TSR	33.33%	100%	33.3%	100%	33.3%
			66.7%		**66.7%**

Dividend equivalent for vested shares relating to the 2022 and 2023 awards

The scheme rules specify that a dividend equivalent may be payable to participating employees at the discretion of the committee.

The committee approved the cash settlement of dividend equivalents in respect of the second and final tranche (50%) of the 2022 vesting CSP awards and the first tranche (50%) of the 2023 vesting CSP awards. These payments were made in July 2026 and will be disclosed in the 2027 report.

LTIP outcome continued

Performance of the strategic initiatives under the equity-settled LTIP

The final score used for the measurement of the 2022 and 2023 strategic initiatives was 98.0% and 94.0%, respectively, which equates to a participation percentage of 29% and 28%, respectively.

Details of the strategic initiatives that were approved for the performance conditions relating to the 2022 and 2023 awards are highlighted in the table below.

Strategic initiative	Performance measurement
Applicable to 2022 awards The target transformation of the operations and administration environment will be an ultimate state where 60% of all services to clients are through self-service platforms, automation and straight-through processing capability, which means only 40% of all transactions or queries that come into our environment require manual intervention. The legal entity rationalisation project aims to simplify the group structure focused on increased efficiencies and cost savings.	Both initiatives achieved a score of 5/5 for the performance period applicable to the final tranche of the 2022 award.
Applicable to 2022 and 2023 awards To establish and implement a comprehensive ESG strategy for the group encompassing investment impact, consulting advice and corporate action. This initiative includes a series of deliverables over a four-year period.	This initiatve achieved a score of 4.7/5 for the performance period applicable to the second tranche of the 2022 award and the first tranche of the 2023 award respectively.

LTIP awards made in 2026

Awards for the 2026 financial year have been granted to eligible participants in terms of the cash-settled LTIP rules as 80% conditional awards and 20% forfeitable awards.

Conditional awards

Conditional awards were granted on 1 July 2026 with staggered vesting in equal tranches in years three and four. The performance conditions for these awards include normalised HEPS and business unit profit from operations with a weighting of 50% and 50% respectively. For management at the group centre, the performance condition is 70% normalised HEPS with 30% business unit profit from operations being considered across all four business units. There is also a negative modifier where the performance percentage is reduced by 20% based on ROE.

Forfeitable awards

Forfeitable awards were granted on 1 July 2026 with staggered vesting in equal tranches in years three and four. There are no performance conditions applicable to the number of units awarded except for the initial performance required to qualify and the individual remaining employed at the time of vesting.

Outperformance awards

No new outperformance awards were issued in this reporting period.

DCIS awards

DCIS awards were granted on 1 July 2026 with a two-year minimum investment period. There are no performance conditions applicable to the number of units awarded except for the initial performance required to qualify and the individual remaining employed at the time of vesting.

Pay gap analysis: South Africa

In accordance with the provisions of the recently implemented amendments to the Companies Act, the required details of the total remuneration of our employees is tabled below for the financial year ended 31 March 2026. These details have been disclosed on a total remuneration basis for full-time, permanent employees in South Africa, which provides an appropriate reflection of the implementation of the group remuneration policy. We have also shown the remuneration details when all classes of employees, including temporary workers and learners, are included as defined in the Labour Relations Act 66 of 1995.

Total remuneration of employees	Permanent employees[1] R'000	All classes of employees, including learners[2] R'000
The employee with the highest total remuneration	57 525	57 525
The employee with the lowest total remuneration	220	60
Average total remuneration of all employees	1 062	992
Median total remuneration of all employees	536	504
Average total remuneration of the top 5%	6 829	6 508
Average total remuneration of the lowest 5%	237	130
The ratio of the highest 5% to the lowest 5%	29	50

1 Includes all permanent, full-time employees and commission earners of South African subsidiaries of the group. The values presented include annualised remuneration.

2 Includes all employees of South African subsidiaries of the group, comprising permanent, full-time employees and commission earners as well as temporary workers, contractors, learners and interns. The values presented include annualised remuneration.

In South Africa, for all permanent, full-time employees we have established a minimum annual pay level of R220 000 with effect from July 2026. This minimum pay level is intentionally designed to ensure that employees are able to meet their basic living needs and maintain a reasonable standard of living. The group's lowest-paid permanent employees therefore earn at or above Alexforbes' internally approved minimum pay standard, reinforcing our commitment to fair and responsible remuneration.

Single-figure remuneration for the year ended 31 March 2026

The intention of single-figure remuneration is to disclose the remuneration earned and/or accrued by executive directors and prescribed officers based on the performance of the current year, the vesting of shares with non-financial performance conditions and including any income attributable to unvested long-term share schemes. Executive directors' and prescribed officers' remuneration paid to current office holders during the current and prior years is detailed below. The bonus for the 2026 financial year reflects the amount accrued and approved by the remuneration committee for the year ended 31 March 2026 and paid in June 2026.

Correction to single figure remuneration disclosure

During the preparation of the remuneration implementation report, the company identified an omission in the single figure remuneration disclosure relating to dividend equivalent payments associated with the long-term incentive awards. Historically, these incentives were settled through the issue of shares and included in the value disclosed as long-term incentives. During the current financial year, they were cash settled for the first time. Although these payments, which totalled R18 million, were duly authorised, paid and recorded in the group's financial records, they were inadvertently excluded from the single-figure remuneration disclosure in the financial statements. The omission was not material to the group's annual financial statements, had no impact on the group's financial position, performance or cash flows, and did not affect remuneration decisions, award outcomes or payments made. In the interests of transparency and good governance, the group has enhanced this disclosure to explain the nature of the error and the corrective action taken.

Executive directors and prescribed officers

R'000	Salary	Benefits and allowance	Retirement fund contributions	Bonus	LTIPs received[1]	Dividends received[2]	Total
2026							
DJ de Villiers[3]	**6 925**	**545**	**730**	**13 000**	**35 829**	**496**	**57 525**
BP Bydawell	**3 777**	**174**	**651**	**6 750**	**7 360**	**341**	**19 053**
CH Wessels	**3 043**	**133**	**523**	**2 500**	**4 154**	**210**	**10 563**
B Tladi	**2 826**	**138**	**644**	**4 750**	**3 575**	**188**	**12 121**
TJ Muthige	**3 160**	**128**	**397**	**3 500**	**4 293**	**163**	**11 641**
VR Maharaj	**2 722**	**391**	**448**	**4 250**	**2 828**	**207**	**10 846**
Total for the year	**22 453**	**1 509**	**3 393**	**34 750**	**58 039**	**1 605**	**121 749**
2025							
DJ de Villiers	6 638	255	702	10 000	10 034	2 006	29 635
BP Bydawell	3 796	156	624	5 500	6 248	1 300	17 624
CH Wessels	2 871	122	484	3 300	3 011	740	10 528
B Tladi	2 594	117	592	3 900	2 568	634	10 405
TJ Muthige	3 030	113	381	3 100	1 903	753	9 280
VR Maharaj	2 610	408	430	3 500	4 481	572	12 001
A Leepile[4]	2 235	11 914	454	–	475	432	15 510
JG Anderson[5]	3 303	129	353	–	2 724	710	7 219
LJ Kukard[6]	2 611	112	429	3 000	2 237	553	8 942
Total for the year	**29 688**	**13 326**	**4 449**	**32 300**	**33 681**	**7 700**	**121 144**

1 LTIPs received comprise CSP shares that have vested during the year, forfeitable awards granted during the year and the dividend equivalent paid in cash.

2 Dividends received include only the outstanding FSP shares. Dividends received in relation to shares previously held in the MSR escrow are excluded.

3 DJ de Villiers's value of LTIPs received includes a portion of the outperformance award that vested in July 2025.

4 A Leepile (former CEO: Alexander Forbes Investments) resigned as prescribed officer on 30 November 2024. Included in the amount for benefits and allowance is R11.6 million paid in respect of termination benefits.

5 JG Anderson (executive: solutions and enablement) resigned as prescribed officer on 1 May 2025 and consequently forfeited his annual bonus.

6 L Kukard ceased to be a prescribed officer on 1 July 2025, resulting from the change in the operating model that was effective on the same date. She remains employed by the group.

Refer to **Appendix B: Single-figure remuneration and participation in share schemes** from page 157.

Non-executive directors' fees for 2026

Non-executive directors' fees consist of a combination of standard fees plus additional fees for committee or sub-committee membership.

Fees paid to non-executive directors during the year ended 31 March 2026, on authority granted by shareholders at the AGM held on 4 September 2025, are set out below. This includes total fees whether paid by the group or subsidiary companies within the group.

Independent non-executive directors (R'000)		2026	2025
D (Kuseni) Dlamini (Chair)		**2 248**	2 006
AM Mazwai		**1 618**	1 588
N Ketwa		**1 188**	1 138
CWN Molope		**1 161**	1 092
R Roux		**1 341**	930
T Dloti	Resigned 29 August 2024	**-**	730
RM Head	Resigned 28 November 2024	**-**	1 478
Total		**7 556**	**8 962**

Non-executive director fees of R1.2 million (2025: R1.32 million) were paid to ARC AF Holdings Proprietary Limited.

New Veld LLC has elected not to receive directors' fees.

Proposed non-executive director fees for 2027

The proposed increase is aligned with the same average percentage inflationary increase applied to employees (3.3%).

Performance outcomes

Executive directors and prescribed officers

We have set out the performance outcomes and single-figure remuneration for the executive directors and prescribed officers. This summary includes the focus area, overall performance and remuneration mix for each executive director and prescribed officer.

Individual performance contracts for the group are based on a measurement scale. The measurement scale including outcomes are shown below.

The measurement outcomes reflected here are individual outcomes for executive directors and prescribed officers.

Missed	Did not meet targets or partially met them
Met	Successfully achieved all targets/measurement of performance
Exceed	High level of performance Achieved stretch targets



Dawie de Villiers
CEO

Final performance measurement outcome

Remuneration mix

TGP	14%
STI	23%
LTIP	63%

Financial: improve shareholder returns — 40%
- Investment returns
- Revenue and asset growth
- Cost to income ratio

Customer: market-leading advice with effective outcome — 20%
- Delivery of corporate transactions
- New mergers and acquisitions (M&A) enablement and delivery
- Adoption of AI

Internal business processes — 20%
- Effective implementation of new operating model
- Strengthen investment capability and efficiencies

People: clear and focused people strategy — 20%
- Delivery of transformation targets and management for the group
- Key resourcing executive talent management
- Effective ways of working
- Coherent functioning executive and management teams
- Employee engagement

Bruce Bydawell
CFO

Final performance measurement outcome

Remuneration mix

TGP	25%
STI	35%
LTIP	40%

Financial: improve shareholder returns — 50%
- New M&A enablement and delivery
- Business finance and capital management
- Financial reporting and stakeholder engagement
- Cost management

Customer: market-leading advice with effective outcome — 10%
- Delivery of corporate transactions
- Realisation of strategic transactions synergies

Internal business processes — 25%
- Finance transformation
- Integration of acquisitions
- Internal financial controls and risk management

People: clear and focused people strategy — 15%
- High-performing and productive finance team
- Succession planning, mentoring and growth of team
- Delivery of transformation plans
- Improving people management in the finance division, focusing on Innovation and an empowered culture

Carina Wessels
Chief GRC officer

Final performance measurement outcome

Remuneration mix

TGP	35%
STI	24%
LTIP	41%

Financial: improve shareholder returns — 35%
- Deliver Impact Advisory strategy and integration
- Revenue
- Cost management

Customer: market-leading advice with effective outcome — 25%
- Governance excellence
- Board process and governance excellence
- Board guidance, advice and satisfaction

Internal business processes — 30%
- Regulatory lobbying as enablement for future Impact Advisory growth
- Sustainability focused regulatory engagement and thought leadership
- Regulatory compliance and enhancement

People: clear and focused people strategy — 10%
- Employee engagement
- Key talent management

Butši Tladi
CEO: Corporate

Final performance measurement outcome

Remuneration mix

TGP	30%
STI	39%
LTIP	31%

Financial: improve shareholder returns — 50%
- New business fees and commissions
- Revenue
- Expense management

Customer: market-leading advice with effective outcome — 20%
- Client satisfaction and loyalty
- Large client management
- Umbrella growth

Internal business processes — 20%
- FAS project
- Khulisa 3.0

People: clear and focused people strategy — 10%
- Transformation
- Employee engagement

Implementation report continued

Missed Met Exceed

Performance outcomes
Executive directors and prescribed officers continued

Jonathan Muthige
CEO: Growth Markets

Final performance measurement outcome

Remuneration mix

TGP	32%
STI	30%
LTIP	38%

Financial: improve shareholder returns — 50%
- Revenue
- Cost management
- New business

Customer: market-leading advice with effective outcome — 20%
- Partnerships
- New capabilities

Internal business processes — 15%
- Effective implementation of new operating model
- FAS project

People: clear and focused people strategy — 15%
- Employee engagement
- Total reward
- Key resourcing

Viresh Maharaj
CEO: Retail

Final performance measurement outcome

Remuneration mix

TGP	33%
STI	39%
LTIP	28%

Financial: improve shareholder returns — 50%
- Cost management
- Growth
- Market share

Customer: market-leading advice with effective outcome — 20%
- Client service
- AI adoption

Internal business processes — 15%
- Efficiency in digital transformation
- Marketing and aggregate market scorecard

People: clear and focused people strategy — 15%
- Employee engagement
- Key talent management
- Adviser resourcing



Appendix A

Directors' qualifications and positions

	Qualifications	Primary external positions (executive, board and professional)
Kuseni Dlamini	BSocSci (Hons) (cum laude), MPhil (Oxford University)	**Chair:** Aspen Pharmacare Holdings Limited Fedgroup Holdings Tennant Group Sandvik Mining Southern Africa Holdings **Co-chair:** Gordon Institute of Business Science **Lead independent director:** Capital Appreciation Limited **President:** American Chamber of Commerce in South Africa **Member:** Southern Africa-Canada Chamber of Commerce board
Dawie de Villiers	Fellow of the Actuarial Society of South Africa, BSc (Actuarial Science), Advanced Management Programme (INSEAD)	
Bruce Bydawell	CA(SA), CFA	
Marinda Dippenaar	CA(SA), BCom (Accounting), BCompt (Hons) (CTA)	**Non-executive director:** African Rainbow Capital Financial Services Holdings ARC Financial Services Investments Capital Legacy Solutions (Pty) Ltd GoTyme Bank Limited Tyme Bank International Pte Limited
Gary Herbert	Fellow of the Institute and Faculty of Actuaries, BCom (Accounting), BSc (Actuarial Science)	**Partner and co-founder:** LeapFrog Investments and non-executive director across its portfolio and investment structures **Vice-chairman:** Jewish Helping Hand

	Qualifications	Primary external positions (executive, board and professional)
Ndumi Ketwa	CA(SA), BAcc (Hons)	**Non-executive director:** Exxaro Resources Limited Metair Investments Limited Mobile Telephone Networks (Pty) Ltd
Amy Tedesco	BS (Accounting), MBA, CPA	**Non-executive director:** Pramerica Life Insurance Limited (India)
Andile Mazwai	CSb(SA), BCom (Hons)	**Non-executive director:** Bidvest Bank Limited
Nosipho Molope	CA(SA), BCompt (Hons) (CTA), BSc (Medical Sciences)	**Non-executive director:** AWCA Investment Holdings (Pty) Ltd Exxaro Resources Limited MTN Group Fintech (Pty) Ltd MTN Group Limited
Robert Roux	CA(SA), BCompt (Hons), BAcc	**Non-executive director:** Bamco Eiendomme (Pty) Ltd Bamco Koelkamers (Pty) Ltd Bamco Verpakking (Pty) Ltd Bronaar Plase (Pty) Ltd Donkerbos Group (Pty) Ltd Donkerbos Landgoed (Pty) Ltd Du Toit Group (Pty) Ltd MHB Beleggings (Pty) Ltd Middeltuin Group (Pty) Ltd Optimum Investment Group
Trurman Zuma	CA(SA), BCom, PGDip (Acc)	**Non-executive director:** Acorn Venture Partners (Pty) Ltd Incwincwi Technology and Telecoms Kropz Elandsfontein (Pty) Ltd Rain Group Holdings (Pty) Ltd **Executive director:** African Rainbow Capital Financial Services Holdings ARC Financial Services Investments Incwincwi Investments (Pty) Ltd KMSO Investments ZY Holdings (Pty) Ltd

Appendix B

Single-figure remuneration and participation in share schemes

Dawie de Villiers

Total single-figure remuneration (R'000)	Total guaranteed pay: Salary	Total guaranteed pay: Benefits and allowances	Total guaranteed pay: Retirement fund contributions	Short-term incentives: Bonus	Long-term incentives: LTIPs received*	Long-term incentives: Dividends received	Total
31 March 2026	**6 925**	**545**	**730**	**13 000**	**35 829**	**496**	**57 525**
31 March 2025	6 638	255	702	10 000	10 034	2 006	29 635

Share/unit reconciliation

		Number of awards ('000)					R'000	
Scheme	Award date	Opening balance	Granted during the year	Forfeited during the year	Vested during the year	Closing balance	Value of LTIP received	Estimated closing fair value
31 March 2026								
CSP - 2021	01/07/2021	1 233	-	(19)	(1 214)	-	6 956	-
FSP - 2021	01/07/2021	822	-	-	(823)	-	-	-
CSP - 2022	01/07/2022	1 069	-	(4)	(531)	534	3 391	-
FSP - 2022	01/07/2022	458	-	-	(229)	229	-	1 499
CSP - Outperformance	07/06/2022	17 347	-	(1 927)	(3 855)	11 565	24 362	-
CSP - 2023	01/07/2023	925	-	-	-	925	-	-
FSP - 2023	01/07/2023	308	-	-	-	308	-	2 020
CSP - 2024	01/07/2024	809	-	-	-	809	-	-
FSP - 2024	01/07/2024	202	-	-	-	202	-	1 323
CPIS (Conditional) - 2025	01/07/2025	-	716	-	-	716	-	-
CPIS (Forfeitable) - 2025	01/07/2025	-	179	-	-	179	1 120	1 211
Total		**23 173**	**895**	**(1 950)**	**(6 652)**	**15 467**	**35 829**	**6 053**
31 March 2025								
CSP - 2020	01/07/2020	721	128	(94)	(755)	-	3 518	-
CSP - 2020 - additional	01/07/2020	86	16	(11)	(91)	-	424	-
FSP - 2020	01/07/2020	480	-	-	(480)	-	-	-
CSP - 2021	01/07/2021	2 467	190	(75)	(1 349)	1 233	4 829	-
FSP - 2021	01/07/2021	1 645	-	-	(822)	822	-	6 292
CSP - 2022	01/07/2022	1 069	-	-	-	1 069	-	-
FSP - 2022	01/07/2022	458	-	-	-	458	-	3 504
CSP - Outperformance	07/06/2022	17 347	-	-	-	17 347	-	-
CSP - 2023	01/07/2023	925	-	-	-	925	-	-
FSP - 2023	01/07/2023	308	-	-	-	308	-	2 359
CSP - 2024	01/07/2024	-	809	-	-	809	-	-
FSP - 2024	01/07/2024	-	202	-	-	202	1 263	1 545
Total		**25 506**	**1 345**	**(180)**	**(3 498)**	**23 173**	**10 034**	**13 700**

MSR

Opening balance	8 922	-	-	-	8 922
Transfers during the year - MSR 2025	-	6 652	-	-	6 652
Exchange for Class A shares	-	-	-	(15 574)	(15 574)
Total	**8 922**	**6 652**	**-**	**(15 574)**	**-**

Note: Amounts computed using rounded numbers and may result in slight differences.

* *The value of LTIPs received is measured based on the market price at award date for the equity-settled schemes and a formula derived from a multiple of HEPS for the cash-settled schemes. The value of LTIPs received in the current year comprises CSP shares that vested during the year, forfeitable awards granted during the year and the dividend equivalent payment paid in cash.*

Bruce Bydawell

Total single-figure remuneration (R'000)	Total guaranteed pay: Salary	Total guaranteed pay: Benefits and allowances	Total guaranteed pay: Retirement fund contributions	Short-term incentives: Bonus	Long-term incentives: LTIPs received*	Long-term incentives: Dividends received	Total
31 March 2026	**3 777**	**174**	**651**	**6 750**	**7 360**	**341**	**19 053**
31 March 2025	3 796	156	624	5 500	6 248	1 300	17 624

Share/unit reconciliation

		Number of awards ('000)					R'000	
Scheme	Award date	Opening balance	Granted during the year	Forfeited during the year	Vested during the year	Closing balance	Value of LTIP received	Estimated closing fair value
31 March 2026								
CSP - 2021	01/07/2021	743	-	(12)	(731)	-	4 188	-
FSP - 2021	01/07/2021	495	-	-	(495)	2 617	-	-
CSP - 2022	01/07/2022	732	-	(2)	(364)	366	2 321	-
FSP - 2022	01/07/2022	314	-	-	(157)	156	-	1 023
CSP - 2023	01/07/2023	638	-	-	-	638	-	-
FSP - 2023	01/07/2023	213	-	-	-	213	-	1 394
CSP - 2024	01/07/2024	558	-	-	-	558	-	-
FSP - 2024	01/07/2024	140	-	-	-	140	-	917
CPIS (Conditional) - 2025	01/07/2025	-	544	-	-	544	-	-
CPIS (Forfeitable) - 2025	01/07/2025	-	136	-	-	136	851	921
Total		**3 833**	**680**	**(14)**	**(1 747)**	**2 751**	**7 360**	**4 255**
31 March 2025								
CSP - 2020	01/07/2020	450	80	(58)	(472)	-	2 201	-
CSP - 2020 - additional	01/07/2020	54	10	(7)	(57)	-	265	-
FSP - 2020	01/07/2020	301	-	-	(301)	-	-	-
CSP - 2021	01/07/2021	1 485	115	(45)	(812)	743	2 907	-
FSP - 2021	01/07/2021	990	-	-	(495)	495	-	3 787
CSP - 2022	01/07/2022	732	-	-	-	732	-	-
FSP - 2022	01/07/2022	314	-	-	-	314	-	2 394
CSP - 2023	01/07/2023	638	-	-	-	638	-	-
FSP - 2023	01/07/2023	213	-	-	-	213	-	1 628
CSP - 2024	01/07/2024	-	558	-	-	558	-	-
FSP - 2024	01/07/2024	-	140	-	-	140	875	1 071
Total		**5 177**	**903**	**(110)**	**(2 137)**	**3 833**	**6 248**	**8 880**

MSR

Opening balance	4 004	-	-	-	4 004
Transfers during the year - MSR 2025	-	1 747	-	-	1 747
Exchange for Class A shares	-	-	-	(5 751)	(5 751)
Total	**4 004**	**1 747**	**-**	**(5 751)**	**-**

Note: Amounts computed using rounded numbers and may result in slight differences.

* *The value of LTIPs received is measured based on the market price at award date for the equity-settled schemes and a formula derived from a multiple of HEPS for the cash-settled schemes. The value of LTIPs received in the current year comprises CSP shares that vested during the year, forfeitable awards granted during the year and the dividend equivalent payment paid in cash.*

Single-figure remuneration and participation in share schemes continued

Carina Wessels

Total single-figure remuneration (R'000)	Total guaranteed pay: Salary	Total guaranteed pay: Benefits and allowances	Total guaranteed pay: Retirement fund contributions	Short-term incentives: Bonus	Long-term incentives: LTIPs received*	Long-term incentives: Dividends received	Total
31 March 2026	**3 043**	**133**	**523**	**2 500**	**4 154**	**210**	**10 563**
31 March 2025	2 871	122	484	3 300	3 011	740	10 528

Share/unit reconciliation

		Number of awards ('000)					R'000	
Scheme	**Award date**	**Opening balance**	**Granted during the year**	**Forfeited during the year**	**Vested during the year**	**Closing balance**	**Value of LTIP received**	**Estimated closing fair value**
31 March 2026								
CSP - 2021	**01/07/2021**	**367**	**-**	**(6)**	**(362)**	**-**	**2 072**	**-**
FSP - 2021	**01/07/2021**	**245**	**-**	**-**	**(245)**	**-**	**-**	**-**
CSP - 2022	**01/07/2022**	**480**	**-**	**(1)**	**(239)**	**240**	**1 522**	**-**
FSP - 2022	**01/07/2022**	**206**	**-**	**-**	**(103)**	**103**	**-**	**676**
CSP - 2023	**01/07/2023**	**381**	**-**	**-**	**-**	**381**	**-**	**-**
FSP - 2023	**01/07/2023**	**127**	**-**	**-**	**-**	**127**	**-**	**833**
CSP - 2024	**01/07/2024**	**333**	**-**	**-**	**-**	**333**	**-**	**-**
FSP - 2024	**01/07/2024**	**83**	**-**	**-**	**-**	**83**	**-**	**544**
CPIS (Conditional) - 2025	**01/07/2025**	**-**	**358**	**-**	**-**	**358**	**-**	**-**
CPIS (Forfeitable) - 2025	**01/07/2025**	**-**	**89**	**-**	**-**	**89**	**560**	**606**
Total		**2 222**	**447**	**(7)**	**(949)**	**1 714**	**4 154**	**2 659**
31 March 2025								
CSP - 2020	01/07/2020	194	34	(25)	(203)	-	946	-
CSP - 2020 - additional	01/07/2020	23	4	(4)	(23)	-	107	-
FSP - 2020	01/07/2020	129	-	-	(129)	-	-	-
FSP - 2020 - additional	01/07/2020	214	-	-	(214)	-	-	-
CSP - 2021	01/07/2021	734	57	(22)	(402)	367	1 439	-
FSP - 2021	01/07/2021	489	-	-	(245)	245	-	1 870
CSP - 2022	01/07/2022	480	-	-	-	480	-	-
FSP - 2022	01/07/2022	206	-	-	-	206	-	1 576
CSP - 2023	01/07/2023	381	-	-	-	381	-	-
FSP - 2023	01/07/2023	127	-	-	-	127	-	972
CSP - 2024	01/07/2024	-	333	-	-	333	-	-
FSP - 2024	01/07/2024	-	83	-	-	83	519	635
Total		**2 977**	**511**	**(51)**	**(1 215)**	**2 222**	**3 011**	**5 053**

MSR

Opening balance	2 390	-	-	-	2 390
Transfers during the year - MSR 2025	-	949	-	-	949
Exchange for Class A shares	-	-	-	(3 339)	(3 339)
Total	**2 390**	**949**	**-**	**(3 339)**	**-**

Note: Amounts computed using rounded numbers and may result in slight differences.

* *The value of LTIPs received is measured based on the market price at award date for the equity-settled schemes and a formula derived from a multiple of HEPS for the cash-settled schemes. The value of LTIPs received in the current year comprises CSP shares that vested during the year, forfeitable awards granted during the year and the dividend equivalent payment paid in cash.*

Butši Tladi

Total single-figure remuneration (R'000)	Total guaranteed pay: Salary	Total guaranteed pay: Benefits and allowances	Total guaranteed pay: Retirement fund contributions	Short-term incentives: Bonus	Long-term incentives: LTIPs received*	Long-term incentives: Dividends received	Total
31 March 2026	**2 826**	**138**	**644**	**4 750**	**3 575**	**188**	**12 121**
31 March 2025	2 594	117	592	3 900	2 568	634	10 405

Share/unit reconciliation

		Number of awards ('000)					R'000	
Scheme	**Award date**	**Opening balance**	**Granted during the year**	**Forfeited during the year**	**Vested during the year**	**Closing balance**	**Value of LTIP received**	**Estimated closing fair value**
31 March 2026								
CSP - 2021	**01/07/2021**	**289**	**-**	**(5)**	**(284)**	**-**	**1 630**	**-**
FSP - 2021	**01/07/2021**	**193**	**-**	**-**	**(193)**	**-**	**-**	**-**
CSP - 2022	**01/07/2022**	**430**	**-**	**(1)**	**(214)**	**215**	**1 363**	**-**
FSP - 2022	**01/07/2022**	**184**	**-**	**-**	**(92)**	**92**	**-**	**602**
CSP - 2023	**01/07/2023**	**342**	**-**	**-**	**-**	**342**	**-**	**-**
FSP - 2023	**01/07/2023**	**114**	**-**	**-**	**-**	**114**	**-**	**746**
CSP - 2024	**01/07/2024**	**299**	**-**	**-**	**-**	**299**	**-**	**-**
FSP - 2024	**01/07/2024**	**75**	**-**	**-**	**-**	**75**	**-**	**491**
CPIS (Conditional) - 2025	**01/07/2025**	**-**	**372**	**-**	**-**	**372**	**-**	**-**
CPIS (Forfeitable) - 2025	**01/07/2025**	**-**	**93**	**-**	**-**	**93**	**582**	**630**
Total		**1 926**	**465**	**(6)**	**(783)**	**1 602**	**3 575**	**2 469**
31 March 2025								
CSP - 2020	01/07/2020	176	31	(22)	(185)	-	861	-
CSP - 2020 - additional	01/07/2020	21	4	(3)	(22)	-	103	-
FSP - 2020	01/07/2020	117	-	-	(118)	-	-	-
CSP - 2021	01/07/2021	579	45	(18)	(317)	289	1 135	-
FSP - 2021	01/07/2021	386	-	-	(193)	193	-	1 476
CSP - 2022	01/07/2022	430	-	-	-	430	-	-
FSP - 2022	01/07/2022	184	-	-	-	184	-	1 408
CSP - 2023	01/07/2023	342	-	-	-	342	-	-
FSP - 2023	01/07/2023	114	-	-	-	114	-	871
CSP - 2024	01/07/2024	-	299	-	-	299	-	-
FSP - 2024	01/07/2024	-	75	-	-	75	469	574
Total		**2 349**	**454**	**(43)**	**(835)**	**1 926**	**2 568**	**4 329**

MSR

Opening balance	1 254	-	-	-	1 254
Transfers during the year - MSR 2025	-	783	-	-	783
Exchange for Class A shares	-	-	-	(2 037)	(2 037)
Total	**1 254**	**783**	**-**	**(2 037)**	**-**

Note: Amounts computed using rounded numbers and may result in slight differences.

* *The value of LTIPs received is measured based on the market price at award date for the equity-settled schemes and a formula derived from a multiple of HEPS for the cash-settled schemes. The value of LTIPs received in the current year comprises CSP shares that vested during the year, forfeitable awards granted during the year and the dividend equivalent payment paid in cash.*

Single-figure remuneration and participation in share schemes continued

Jonathan Muthige

Total single-figure remuneration (R'000)	Total guaranteed pay: Salary	Total guaranteed pay: Benefits and allowances	Total guaranteed pay: Retirement fund contributions	Short-term incentives: Bonus	Long-term incentives: LTIPs received*	Long-term incentives: Dividends received	Total
31 March 2026	**3 160**	**128**	**397**	**3 500**	**4 293**	**163**	**11 641**
31 March 2025	3030	113	381	3 100	1 903	753	9 280

Share/unit reconciliation

		Number of awards ('000)					R'000	
Scheme	Award date	Opening balance	Granted during the year	Forfeited during the year	Vested during the year	Closing balance	Value of LTIP received	Estimated closing fair value
31 March 2026								
CSP - 2021	**01/07/2021**	**357**	**-**	**(5)**	**(352)**	**-**	**2 020**	**-**
FSP - 2021	**01/07/2021**	**239**	**-**	**-**	**(239)**	**-**	**-**	**-**
CSP - 2022	**01/07/2022**	**540**	**-**	**(2)**	**(268)**	**270**	**1 713**	**-**
FSP - 2022	**01/07/2022**	**232**	**-**	**-**	**(116)**	**116**	**-**	**761**
CSP - 2023	**01/07/2023**	**366**	**-**	**-**	**-**	**366**	**-**	**-**
FSP - 2023	**01/07/2023**	**122**	**-**	**-**	**-**	**122**	**-**	**799**
CSP - 2024	**01/07/2024**	**320**	**-**	**-**	**-**	**320**	**-**	**-**
FSP - 2024	**01/07/2024**	**80**	**-**	**-**	**-**	**80**	**-**	**524**
CPIS (Conditional) - 2025	**01/07/2025**	**-**	**358**	**-**	**-**	**358**	**-**	**-**
CPIS (Forfeitable) - 2025	**01/07/2025**	**-**	**89**	**-**	**-**	**89**	**560**	**606**
Total		**2 256**	**447**	**(7)**	**(975)**	**1 721**	**4 293**	**2 690**
31 March 2025								
CSP - 2021	01/07/2021	716	55	(22)	(392)	357	1 403	-
FSP - 2021	01/07/2021	477	-	-	(238)	239	-	1 825
CSP - 2022	01/07/2022	540	-	-	-	540	-	-
FSP - 2022	01/07/2022	232	-	-	-	232	-	1 775
CSP - 2023	01/07/2023	366	-	-	-	366	-	-
FSP - 2023	01/07/2023	122	-	-	-	122	-	933
CSP - 2024	01/07/2024	-	320	-	-	320	-	-
FSP - 2024	01/07/2024	-	80	-	-	80	500	612
Total		**2 453**	**455**	**(22)**	**(630)**	**2 256**	**1 903**	**5 145**

MSR

Opening balance	630	-	-	-	630
Transfers during the year - MSR 2025	-	975	-	-	975
Exchange for Class A shares	-	-	-	(1 605)	(1 605)
Total	**630**	**975**	**-**	**(1 605)**	**-**

Note: Amounts computed using rounded numbers and may result in slight differences.

** The value of LTIPs received is measured based on the market price at award date for the equity-settled schemes and a formula derived from a multiple of HEPS for the cash-settled schemes. The value of LTIPs received in the current year comprises CSP shares that vested during the year, forfeitable awards granted during the year and the dividend equivalent payment paid in cash.*

Viresh Maharaj

Total single-figure remuneration (R'000)	Total guaranteed pay: Salary	Total guaranteed pay: Benefits and allowances	Total guaranteed pay: Retirement fund contributions	Short-term incentives: Bonus	Long-term incentives: LTIPs received*	Long-term incentives: Dividends received	Total
31 March 2026	**2 722**	**391**	**448**	**4 250**	**2 828**	**207**	**10 846**
31 March 2025	2 610	408	430	3 500	4 481	572	12 001

Share/unit reconciliation

		Number of awards ('000)					R'000	
Scheme	Award date	Opening balance	Granted during the year	Forfeited during the year	Vested during the year	Closing balance	Value of LTIP received	Estimated closing fair value
31 March 2026								
CSP - 2021	**01/07/2021**	**168**	**-**	**(3)**	**(165)**	**-**	**946**	**-**
FSP - 2021	**01/07/2021**	**112**	**-**	**-**	**(112)**	**-**	**-**	**-**
CSP - 2022	**01/07/2022**	**417**	**-**	**(2)**	**(207)**	**208**	**1 322**	**-**
FSP - 2022	**01/07/2022**	**179**	**-**	**-**	**(89)**	**90**	**-**	**587**
CSP - 2023	**01/07/2023**	**399**	**-**	**-**	**-**	**399**	**-**	**-**
FSP - 2023	**01/07/2023**	**133**	**-**	**-**	**-**	**133**	**-**	**871**
CSP - 2024	**01/07/2024**	**349**	**-**	**-**	**-**	**349**	**-**	**-**
FSP - 2024	**01/07/2024**	**87**	**-**	**-**	**-**	**87**	**-**	**570**
CPIS (Conditional) - 2025	**01/07/2025**	**-**	**358**	**-**	**-**	**358**	**-**	**-**
CPIS (Forfeitable) - 2025	**01/07/2025**	**-**	**89**	**-**	**-**	**89**	**560**	**606**
Total		**1 844**	**447**	**(5)**	**(573)**	**1 713**	**2 828**	**2 634**
31 March 2025								
CSP - 2021	01/07/2021	1 118	147	(58)	(1 039)	168	3 937	-
FSP - 2021	01/07/2021	745	-	-	(633)	112	-	857
CSP - 2022	01/07/2022	417	-	-	-	417	-	-
FSP - 2022	01/07/2022	179	-	-	-	179	-	1 369
CSP - 2023	01/07/2023	399	-	-	-	399	-	-
FSP - 2023	01/07/2023	133	-	-	-	133	-	1 018
CSP - 2024	01/07/2024	-	349	-	-	349	-	-
FSP - 2024	01/07/2024	-	87	-	-	87	544	666
Total		**2 991**	**583**	**(58)**	**(1 672)**	**1 844**	**4 481**	**3 910**

MSR

Opening balance	1 672	-	-	-	1 672
Transfers during the year - MSR 2025	-	573	-	-	573
Exchange for Class A shares	-	-	-	(2 245)	(2 245)
Total	**1 672**	**573**	**-**	**(2 245)**	**-**

Note: Amounts computed using rounded numbers and may result in slight differences.

** The value of LTIPs received is measured based on the market price at award date for the equity-settled schemes and a formula derived from a multiple of HEPS for the cash-settled schemes. The value of LTIPs received in the current year comprises CSP shares that vested during the year, forfeitable awards granted during the year and the dividend equivalent payment paid in cash.*

Corporate information



Alexander Forbes Group Holdings Limited

Registration number: 2006/025226/06
Tax reference number: 9404/921/15/8
JSE share code: AFH
ISIN: ZAE000191516
(Incorporated in the Republic of South Africa)

Independent directors

Kuseni Dlamini (Chair), Ndumi Ketwa, Andile Mazwai, Nosipho Molope and Robert Roux

Non-executive directors

Marinda Dippenaar, Gary Herbert, Amy Tedesco and Trurman Zuma

Executive directors

Dawie de Villiers (chief executive officer)
Bruce Bydawell (chief financial officer)

Chief governance, risk and compliance officer (group company secretary)

Carina Wessels

Investor relations

Zakira Amra

Registered office

Alexforbes, 115 West Street, Sandown, 2196

Transfer secretaries

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PO Box 4844, Johannesburg, 2000

Sponsor

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1 Merchant Place, corner of Fredman Drive and Rivonia Road, Sandton, 2196

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