

Remgro Limited
(Incorporated in the Republic of South Africa)
(Registration number 1968/006415/06)
(ISIN: ZAE000026480)
(JSE and A2X Share code: REM)
("Remgro")

ACCEPTANCE OF AWARDS BY EXECUTIVE DIRECTORS, PRESCRIBED OFFICERS AND COMPANY SECRETARY

Ordinary shares with performance conditions under the Conditional Share Plan ("Performance CSPs") were awarded to Executive Directors and Prescribed Officers and ordinary shares with retention conditions under the Retention Conditional Share Plan ("Retention CSPs") were awarded to the Company Secretary of Remgro on 1 April 2026 at a grant price of R185.10 per ordinary share, representing the 5-day volume weighted average price of a Remgro ordinary share up to 31 March 2026. The off-market acceptance of the grant of the Performance CSPs by the Executive Directors and Prescribed Officers and the Retention CSPs by the Company Secretary occurred on 1 April 2026.

Shareholders are advised of the following information relating to the 2025 awards and acceptance thereof:

EXECUTIVE DIRECTOR	NUMBER OF PERFORMANCE CSPs	DEEMED VALUE OF TRANSACTION
Mr J J Durand	295 013	R54 606 906.30
Mrs M Lubbe	91 083	R16 859 463.30
Mr C P F Vosloo	125 647	R23 257 259.70
Mr N J Williams	127 418	R23 585 071.80

PRESCRIBED OFFICER	NUMBER OF RETENTION CSPs	DEEMED VALUE OF TRANSACTION
Mr P R Louw	68 967	R12 765 791.70

COMPANY SECRETARY	NUMBER OF RETENTION CSPs	DEEMED VALUE OF TRANSACTION
Mr L J Joubert	12 430	R2 300 793.00

The purpose of the Performance CSPs and the Retention CSPs is to incentivise, motivate and retain the appropriate caliber of employees by awarding employees with shares as remuneration and the opportunity to share in the success of Remgro.

The vesting of the Performance CSPs and the Retention CSPs will be subject to the satisfaction of the Performance Conditions and/or Employment Conditions, where applicable, as determined by the Remuneration and Nomination Committee ("Vesting Conditions"). The Performance Conditions comprise the achievement of specific financial measures, which include Total Return, Total Shareholder Return, Headline Earnings per Share, Growth in Free Cash Flow, ESG measures and Individual Performance Conditions.

Provided that the Vesting Conditions have been met, the Performance CSPs and Retention CSPs will vest as follows:

- up to one third on 5 December 2028;
- up to another third on 5 December 2029;
- the remaining portion on 5 December 2030; and
- on vesting of the Performance CSPs and Retention CSPs, dividend equivalents will be converted to additional shares.

All interests are direct beneficial and the clearance for the individual acceptance of all the allocations has been given.

Stellenbosch
2 April 2026

Sponsor
RAND MERCHANT BANK (a division of FirstRand Bank Limited)