



**Motus** 

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## Annual results presentation

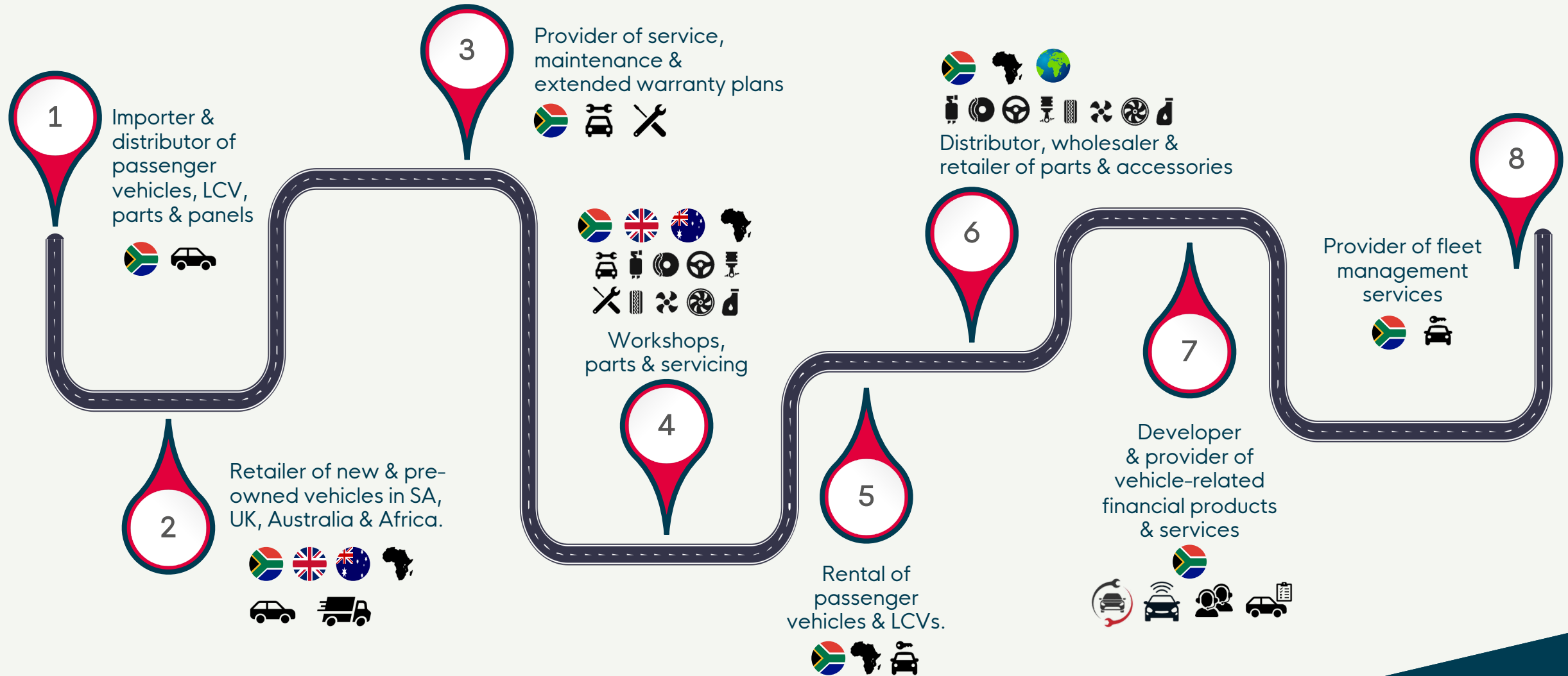
audited summarised results for the year ended  
30 June 2021

# Agenda

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- 1 Diversified automotive business
- 2 Trading environment
- 3 Management responses to the trading environment
- 4 The South African vehicle market & our share
- 5 Vehicle unit sales
- 6 Revenue streams
- 7 Current trading activity levels
- 8 Financial highlights
- 9 Financial overview
- 10 Strategic objectives
- 11 Acquisitions
- 12 Our people
- 13 Innovation at work
- 14 Digital journey
- 15 Utilisation of available cash and funding resources
- 16 Motus value creation during the year
- 17 Prospects
- 18 Appendices

# Diversified automotive business



# Trading environment

## Challenges in SA



- Economic outlook remains challenging with low economic growth;
- Consumer confidence is fragile with reduced disposable income;
- Deteriorating fiscal position;
- High unemployment and rising poverty levels;
- Political & social challenges;
- Slow vaccination roll-out;
- Increased onerous regulatory requirements (eg: POPIA, Right to Repair, AARTO);
- Ongoing load-shedding impeding economic growth (insufficient, unreliable & increasingly costly electricity) &
- Volatile and weak currency.

# Trading environment (cont.)

## Other geographies



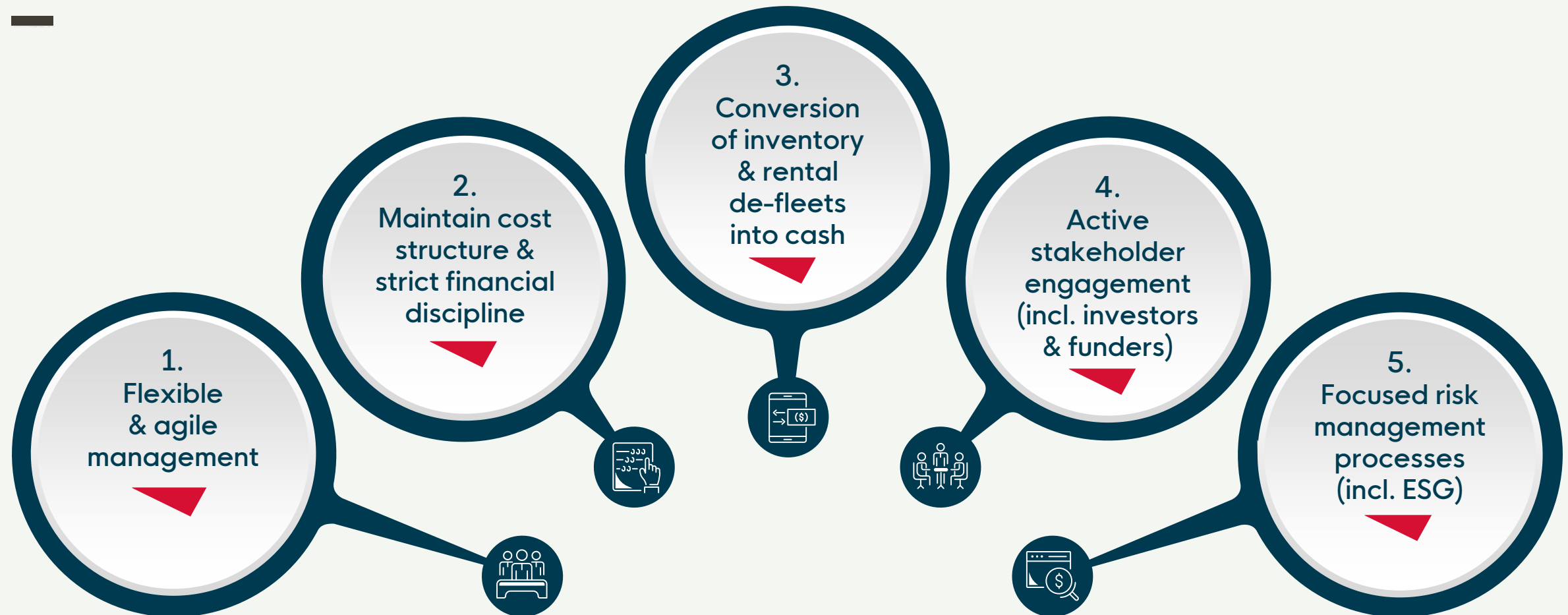
- UK & Australian economies recovering at a faster pace;
- Good govt. stimulus & financial support (UK: Furlough and Australia: Job Keepers Fund);
- UK: Minimal impacts post Brexit;
- UK: Successful vaccination roll-out &
- Australia: Slow vaccination roll-out.



- Slow economic growth;
- Constrained supply of new vehicles;
- Short supply of pre-owned vehicles;
- Rand volatility against major trading currencies (SA);
- International travel restrictions & less local travel &
- Withdrawal of COVID-19 govt. financial support.



# Management responses to the trading environment



Delivered outstanding operating results & generated significant cashflows

# The South African vehicle market & our share

## South African vehicle market

2019

Actual calendar year

**536 612** vehicles

2020

Actual calendar year

**380 206** vehicles

2021

Projection calendar year

**430k - 450k** vehicles

2022

Projection FY2022

**450k - 470k** vehicles

Our controllable market share (passenger & LCVs) for our Importer brands at June 2021 is ~16%

Motus

Market share

June 2021: ~20%

	2021 controllable market share	2020 controllable market share
Hyundai	7,7%	7,0%
Kia	3,7%	3,4%
Renault	4,2%	5,6%
Mitsubishi	0,5%	0,3%
Total	16,1%	16,3%

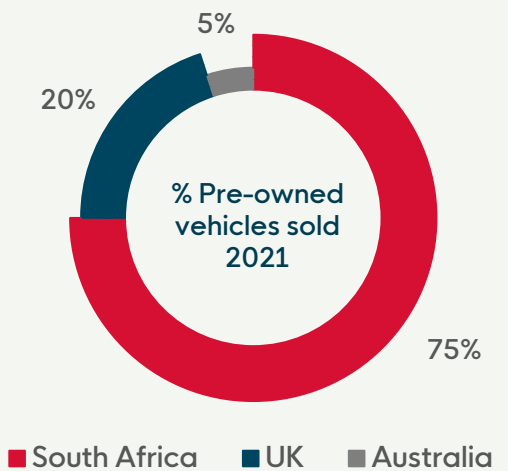
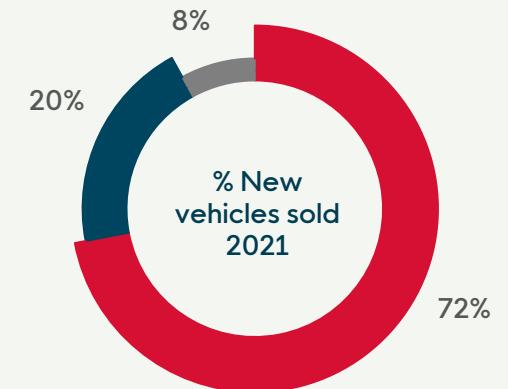
**Motus sells one in five new vehicles in South Africa**

# Vehicle unit sales

Units	2021	2020	% change
<b>New</b>	<b>119 933</b>	112 833	6%
- South Africa	86 304	81 246	6%
- UK	24 212	22 912	6%
- Australia	9 417	8 675	9%
<b>Pre-owned</b>	<b>108 700</b>	95 945	13%
- South Africa	81 900	71 439	15%
- UK	21 518	18 628	16%
- Australia	5 282	5 878	(10%)
<b>Total</b>	<b>228 633</b>	208 778	10%
- South Africa	168 204	152 685	10%
- UK	45 730	41 540	10%
- Australia	14 699	14 553	1%

We sold 1 New vehicle to 0,9 Pre-owned vehicle

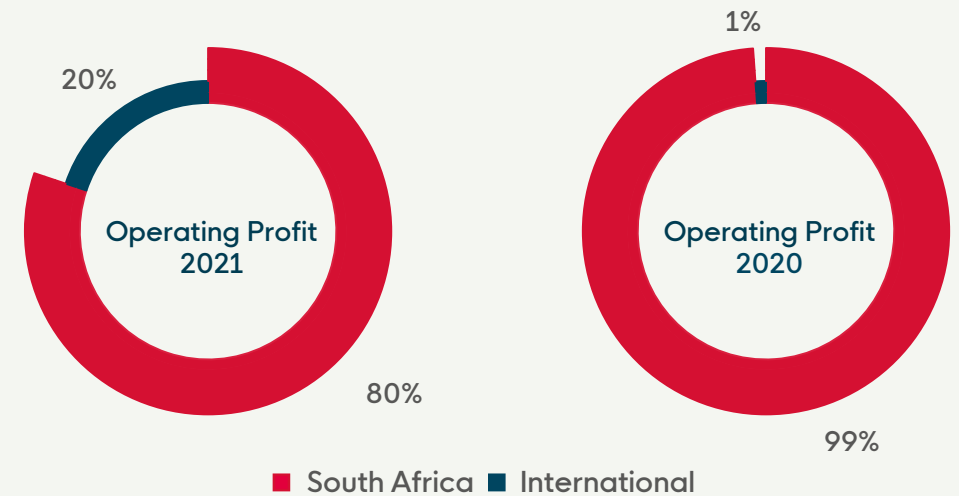
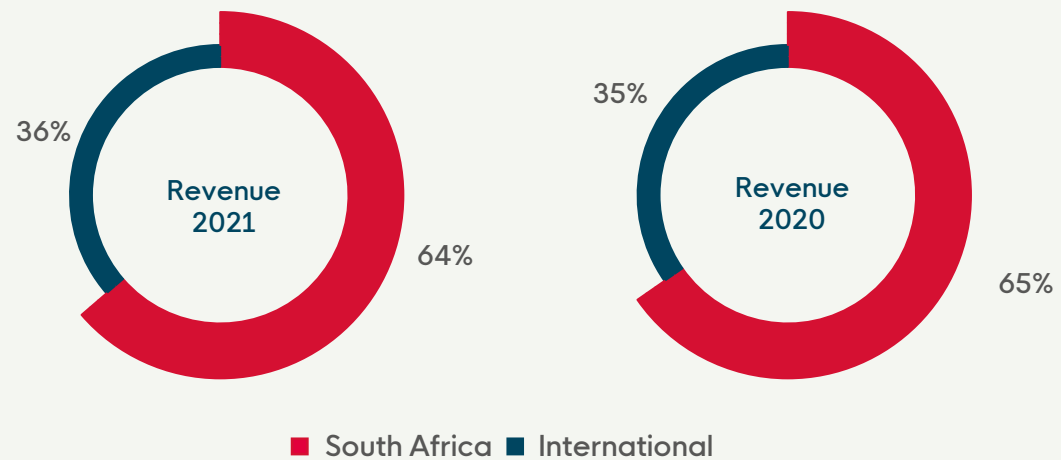
Pre-owned vehicle target market = <6 years old



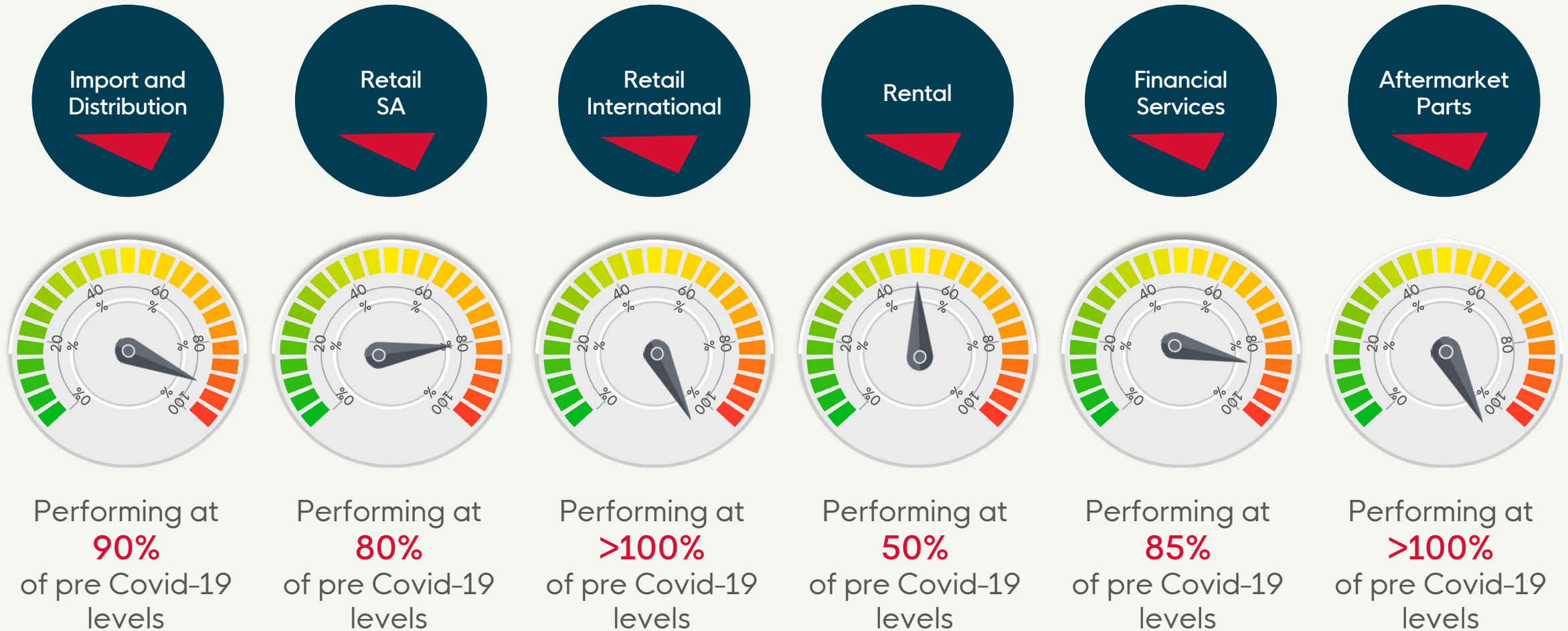


# Revenue streams

Rm	2021	2020	% change
Sale of new vehicles	40 167	32 979	22%
Sale of pre-owned vehicles	22 266	17 751	25%
Sale of parts	16 002	13 617	18%
Rendering of services	8 770	9 070	(3%)
<b>Total revenue</b>	<b>87 205</b>	<b>73 417</b>	<b>19%</b>



# Current trading activity levels



# Financial highlights

Revenue

↑19%

**R87 205 million**

(2020: R73 417 million)

(2019: R79 711 million)

EBITDA

↑30%

**R5 302 million**

(2020: R4 082 million)

(2019: R4 806 million)

Operating profit

↑78%

**R3 795 million**

(2020: R2 136 million)

(2019: R3 620 million)

Profit before tax

↑429%

**R2 860 million**

(2020: R541 million)

(2019: R2 610 million)

Earnings  
per share

↑599%

**1 153 cents per share**

(2020: 165 cents)

(2019: 953 cents)

Headline  
Earnings per share

↑298%

**1 179 cents per share**

(2020: 296 cents)

(2019: 1 009 cents)

Total dividend declared per share

Final 255 cents declared & interim 160 cents paid

**415 cents per share**

(2020: nil cents paid)

# Financial highlights (cont.)

Free cash flow  
generated from operations

**R5 904 million**

(2020: R3 004 million)

(2019: R3 061 million)

Return on  
invested capital<sup>#</sup>

**14,8%**

(2020: 6,4%)

(2019: 13,5%)

Weighted average  
cost of capital<sup>#</sup>

**9,5%**

(2020: 9,8%)

(2019: 10,7%)

Net debt  
to equity

**28%**

(2020: 60%)

(2019: 56%)

Net debt  
to EBITDA

**0,8 times**

(2020: 2,2 times)

(Required: to be less than 3 times)

EBITDA  
to net interest

**10,9 times**

(2020: 3,6 times)

(Required: to be more than 3 times)

<sup>#</sup>The return on invested capital and weighted average cost of capital is prepared on a 12-month rolling basis

# Financial overview

## Extracts from Statement of Profit or Loss for the year ended 30 June 2021

	2021	2020	% change
Revenue (Rm)	87 205	73 417	19
Operating profit (Rm)	3 795	2 136	78
Operating margin (%)	4,4	2,9	

### Comments

- Revenue improved by 19% mainly due to:
  - improved performance in the Import & Distribution segment;
  - improved performance in the retail businesses across all geographies (new & pre-owned vehicles);
  - improved performance from Aftermarket Parts &
  - offset by lower revenue contributions from the Car Rental & Financial Services business operations.
- Operating profit increased by 78% as a result of:
  - the faster recovery of the automotive industry which positively impacted gross income;
  - increased volumes supported by good inventory availability;
  - benefits achieved through the implementation of various cost-cutting measures introduced in the prior year &
  - net operating expenses excluding cost of sales, depreciation & amortisation increased by 1%, with staff costs remaining stable.

# Financial overview (cont.)

Extracts from Statement of Profit or Loss for the year ended 30 June 2021 (cont.)

Rm	2021	2020	% change
<b>Operating profit</b>	<b>3 795</b>	2 136	78
Net finance costs	(543)	(1 116)	(51)
Net foreign exchange losses	(383)	(13)	>100
Once-off restructuring costs	-	(186)	>100
Other net costs	(9)	(280)	(97)
<b>Profit before tax</b>	<b>2 860</b>	541	>100
Income tax expense	(718)	(356)	>100
<b>Profit for the year</b>	<b>2 142</b>	185	>100
Effective tax rate (%)	<b>25,5</b>	68,6	

## Comments

- Net finance costs decreased by 51% mainly as a result of the decline in core debt & floorplan debt (mainly due to lower inventory & car rental fleet levels).
- Net foreign exchange losses increased to R383 million:
  - R99 million related to the revaluation of balances denominated in foreign currencies that do not qualify for cash flow hedge accounting (severe volatility of the ZAR during the year negatively impacted mark-to-market measurements) &
  - R284 million due to the cancellation of FECs as orders initially placed could not be fulfilled due to erratic inventory supply.



# Financial overview (cont.)

## Earnings & dividends

	2021	2020	% change
Earnings (Rm)	2 098	306	>100
Headline earnings (Rm)	2 145	550	>100
Weighted average number of shares (million)	182	186	(2)
<b>Earnings per share (cents)</b>	<b>1 153</b>	165	>100
<b>Headline earnings per share (cents)</b>	<b>1 179</b>	296	>100

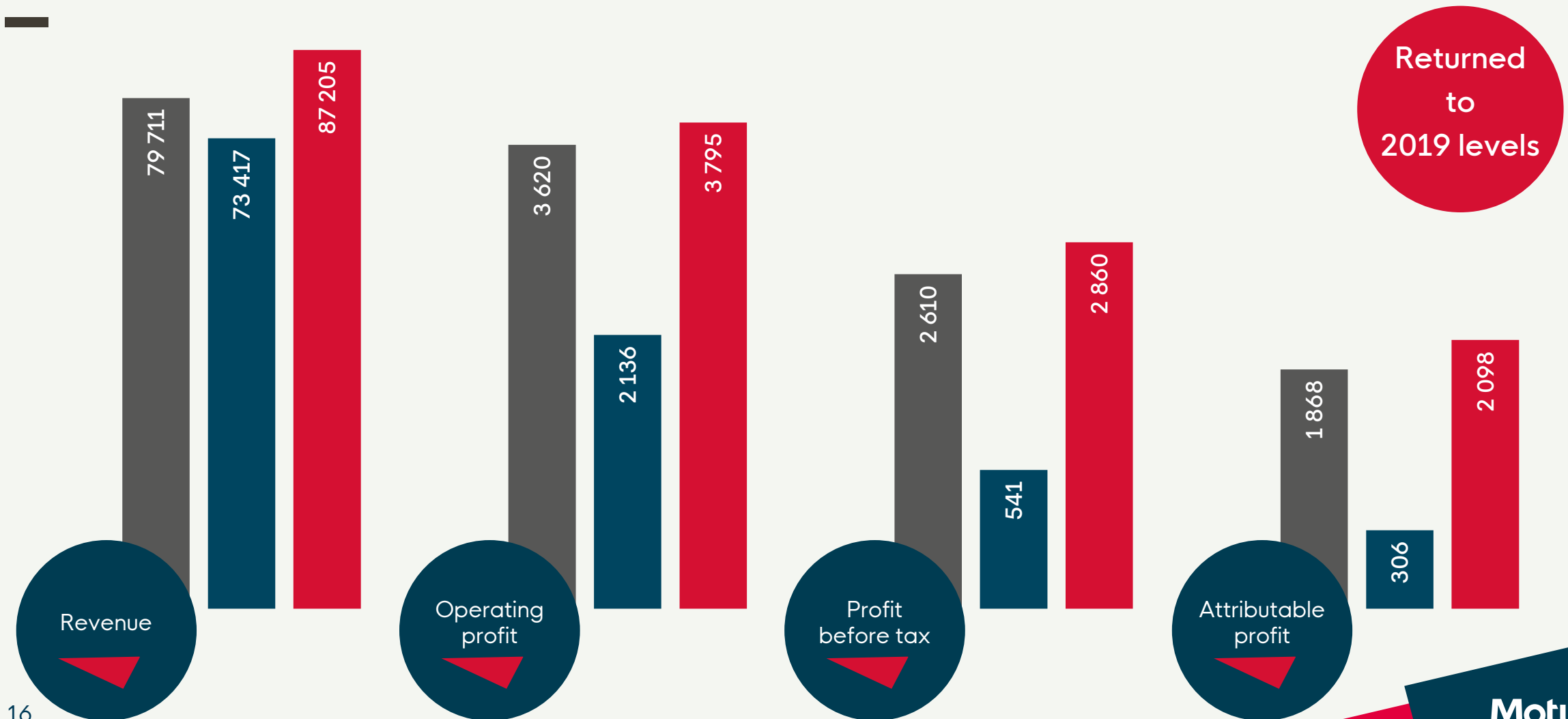
### Comments

- Earnings per share increased due to:
  - improved attributable profit &
  - reduced weighted average number of shares.
- Repurchased 6,5 million shares at an average price of R75 per share.
- Weighted average number of shares FY2022 will be 177 million (excluding further share repurchases).
- Total dividend declared of 415 cents per share FY2021 (~35% of headline earnings per share):
  - Interim dividend paid of 160 cents per share.
  - Final dividend declared of 255 cents per share.

# Financial overview (cont.)

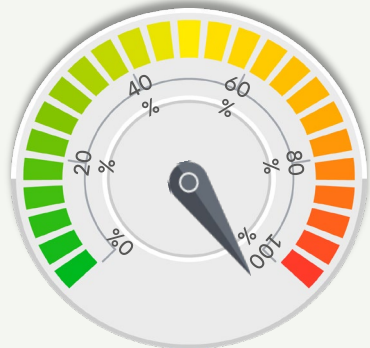
## Key income statement items history

■ 2019 ■ 2020 ■ 2021

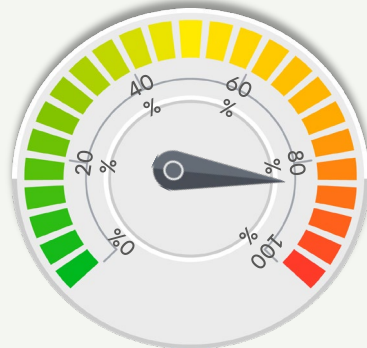


# Financial overview (cont.)

## Operating profit performance | 2021 versus 2019



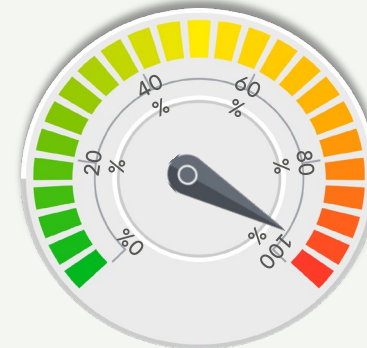
Performing at  
**>100%**  
of 2019



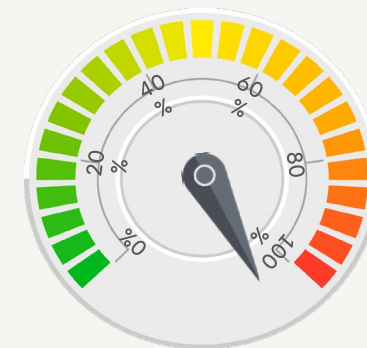
Performing at  
**82%**  
of 2019



Performing at  
**>100%**  
of 2019



Performing at  
**96%**  
of 2019



Performing at  
**>100%**  
of 2019

# Financial overview (cont.)

## Business segment overview - Import and Distribution

	HY1 2021 unaudited	HY2 2021 pro forma	2021 audited	2020 audited	% change 2020 audited
Revenue (Rm)	9 687	9 996	<b>19 683</b>	17 411	13
Operating profit (Rm)	421	491	<b>912</b>	827	10
Operating margin (%)	4,3	4,9	<b>4,6</b>	4,7	

### Comments

- Revenue increased by 13% due to:
  - increase in volumes;
  - increased sales through dealer channel;
  - vehicle selling price increases &
  - new model releases.
- Operating profit increased by 10% due to:
  - higher volumes for vehicles, panels & parts;
  - increased margins as a result of selling price increases;
  - offset by:
    - change in mix of vehicles &
    - higher costing rates relating to forward cover, lower assistance from the OEMs & increased freight costs.



# Financial overview (cont.)

## Business segment overview - Import and Distribution (cont.)

### Controllable market share

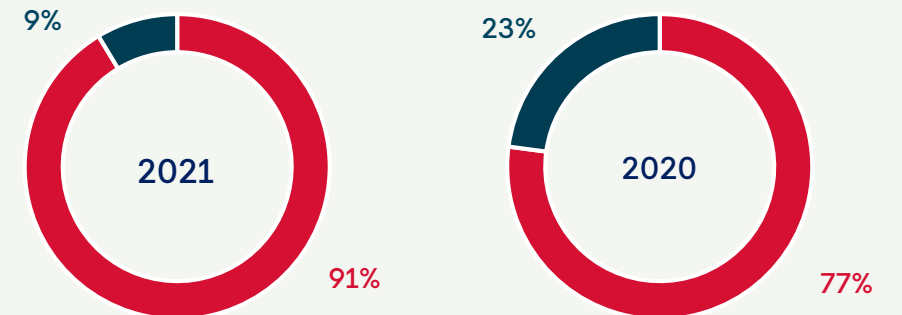
- Controllable market share (passenger & LCVs) maintained at ~16%.

### Forward cover

- Hyundai, Kia & Renault have forward cover to February 2022 for both the Euro & the US Dollar at average rates of:
  - R18,14 : Euro &
  - R14,93 : US Dollar.
- Mitsubishi committed orders are covered.

Channel sales split

■ Sales - dealer channel ■ Sales - car rental channel





# Financial overview (cont.)

## Business segment overview - Retail and Rental

	HY1 2021 unaudited	HY2 2021 pro forma	2021 audited	2020 audited	% change 2020 audited
Revenue (Rm)	35 965	34 997	<b>70 962</b>	59 898	18
Operating profit (Rm)	740	1 017	<b>1 757</b>	332	>100
Operating margin (%)	2,1	2,9	<b>2,5</b>	0,6	

### Comments

- Revenue & operating profit increased by 18% & R1,4 billion due to:
  - improved performance from:
    - SA new & pre-owned retail dealers &
    - International operations.
  - the recovery of the automotive industry in all the geographies;
  - increased volumes & gross income;
  - the servicing of pent-up demand following the initial lockdowns &
  - benefits from various cost-cutting measures implemented in the prior year.





# Financial overview (cont.)

## Business segment overview - Retail and Rental (cont.)



**South Africa Retail** revenue increased by 17% & operating profit by 119% mainly as a result of increased vehicle sales volumes of 11% (new 7% & pre-owned 14%).

Maintained retail market share at ~20%.

Auto Pedigree was positively impacted by accelerated de-fleeting of car rental vehicles.

**Car rental** operating profit increased mainly due to:

- aggressive cost-cutting measures implemented (de-fleeting of vehicles, closure of outlets & the retrenchment of employees) &
- offset by limited local travel & international tourism.

Vehicle utilisation levels have increased following business model changes from where the business can grow profitably again.

# Financial overview (cont.)

## Business segment overview - Retail and Rental (cont.)



**United Kingdom Retail** revenue increased by 24% & operating profit by 667% mainly as a result of:

- improved performance of both passenger & commercial dealerships;
- government support (rates rebates & furlough payments) &
- translation benefits due to the weakening of the average ZAR rate from June 2020.

The UK retailed 24 212 new units & 21 518 pre-owned units (2020: 22 912 new units & 18 628 pre-owned units).



**Australia Retail** revenue increased by 24% & operating profit by 553% mainly as a result of:

- improved performance in Sydney & Melbourne;
- full year trading contribution of the Ballarat acquisition &
- government support.

Australia retailed 9 417 new units & 5 282 pre-owned units (2020: 8 675 new units & 5 878 pre-owned units).

# Financial overview (cont.)

## Business segment overview - Financial Services

	HY1 2021 unaudited	HY2 2021 pro forma	2021 audited	2020 audited	% change 2020 audited
Revenue (Rm)	1 054	965	2 019	2 173	(7)
Operating profit (Rm)	467	437	904	931	(3)
Operating margin (%) <sup>1</sup>	44,3	45,3	44,8	42,8	

### Comments

- Revenue & operating profit decreased by 7% & 3% respectively mainly due to:
  - reduced fleet rental income due to early terminations & reduced replacement of units with external car rental companies;
  - lower revenue recognised on service and maintenance plans as a result of the shift from mileage to time usage;
  - increased life cover claim settlements in the M-Sure business;
  - lower bank JV alliance profits &
  - offset by cost containment measures implemented.

<sup>1</sup>Operating margin includes profit streams without associated revenue





# Financial overview (cont.)

## Business segment overview - Aftermarket Parts

	HY1 2021 unaudited	HY2 2021 pro forma	2021 audited	2020 audited	% change 2020 audited
Revenue (Rm)	3 773	3 522	7 295	6 050	21
Operating profit (Rm)	266	293	559	322	74
Operating margin (%)	7,1	8,3	7,7	5,3	

### Comments

- Revenue increased by 21% & operating profit increased by 74% mainly due to:
  - servicing pent-up demand which resulted in higher volumes;
  - increasing the customer base;
  - growing market share;
  - inventory availability & synergies achieved through the distribution centre in China &
  - reduced fixed cost base.

The shift from higher priced premium products to more affordable products & increased supplier & competitor activities is continuing.



# Financial overview (cont.)

## Statement of Financial Position as at 30 June 2021

Rm Assets	2021	2020	% change
Goodwill and intangible assets	1 546	1 671	(7)
Property, plant and equipment	7 024	7 784	(10)
Right-of-use assets	2 132	2 279	(6)
Investments in associates and joint ventures	289	232	25
Vehicles for hire	2 426	3 167	(23)
Investments and other financial assets	414	445	(7)
Net working capital	5 165	8 515	(39)
Tax assets	1 474	1 355	9
Assets classified as held-for-sale	649	146	>100

### Comments

- Goodwill & intangibles reduced due to currency adjustments & impairments, offset by acquisitions.
- Property plant & equipment reduced due depreciation, impairments, currency adjustments, reclassifications & disposals. Partially offset by additions & acquisitions.
- Right-of-use assets reduced due to depreciation, currency adjustments & derecognition of leases. Offset by new leases.
- Vehicles for hire reduced due to lower demand from car rental industry.
- Net working capital reduced by 39%: refer to next slide.

# Financial overview (cont.)

## Net working capital as at 30 June 2021

Rm	2021	2020	% change
Inventories	16 528	20 179	(18)
Trade and other receivables	4 136	4 040	2
Trade and other payables	(14 007)	(14 896)	(6)
Provisions and derivatives	(1 492)	(808)	85
<b>Total</b>	<b>5 165</b>	<b>8 515</b>	<b>(39)</b>

### Comments

Net working capital decreased due to:

- lower inventory levels due to increased sales, coupled with OEM production constraints & lower car rental returns;
- higher trade receivables due to increased sales;
- net reduction in floorplans and creditors due to lower utilisation of extended payment terms &
- currency derivative movement as a result of the unwinding of the FEC's & the strengthening of the Rand against major currencies in June 2021.



# Financial overview (cont.)

## Statement of Financial Position as at 30 June 2021 (cont.)

Rm Liabilities	2021	2020	% change
Core Debt	(2 528)	(5 794)	(56)
Floorplans from financial institutions	(873)	(1 648)	(47)
Lease liabilities	(2 449)	(2 658)	(8)
Contract Liabilities (service and maintenance plans)	(2 828)	(2 797)	1
Other liabilities	(275)	(224)	23
Liabilities classified as held-for-sale	-	(21)	(100)

### Comments

- Core debt decreased due to profitability, lower working capital & vehicles for hire.
- Floorplans from financial institutions reduced due to:
  - increased utilisation of group bank funding facilities &
  - reduced inventory levels across the business.
- Lease liabilities decreased mainly due to:
  - lease payments, currency adjustments & derecognition of leases &
  - offset by new leases & finance costs.

# Financial overview (cont.)

## Statement of Cash flows for the year ended 30 June 2021

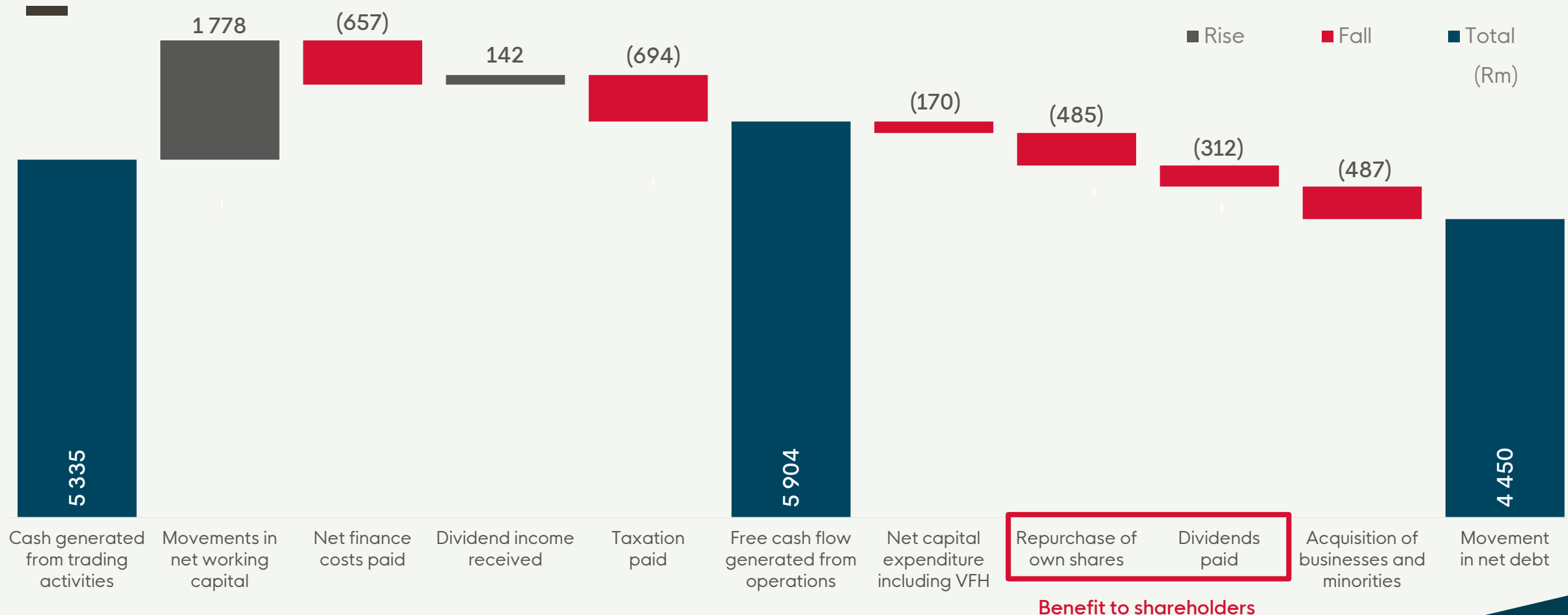
Rm	2021	2020
Cash generated from operations before movements in net working capital	5 335	3 788
Movements in net working capital	1 778	333
<b>Cash generated by operations before interest and tax paid</b>	<b>7 113</b>	<b>4 121</b>
Finance costs paid	(716)	(1 067)
Finance income received	59	59
Dividend income received	142	462
Tax paid	(694)	(571)
<b>Free cash flow generated from operations</b>	<b>5 904</b>	<b>3 004</b>

### Comments

- Cash generated from operating profits.
- Net working capital inflow primarily due to lower inventory assisted by improved sales, the sale of excess inventory, lower returns from car rental companies & more recently supply constraints.
- Decreased finance costs paid mainly as a result of the decline in core & floorplan debt as inventory reduced, as well as a gain on the interest rate swaps as a result of the unwinding.

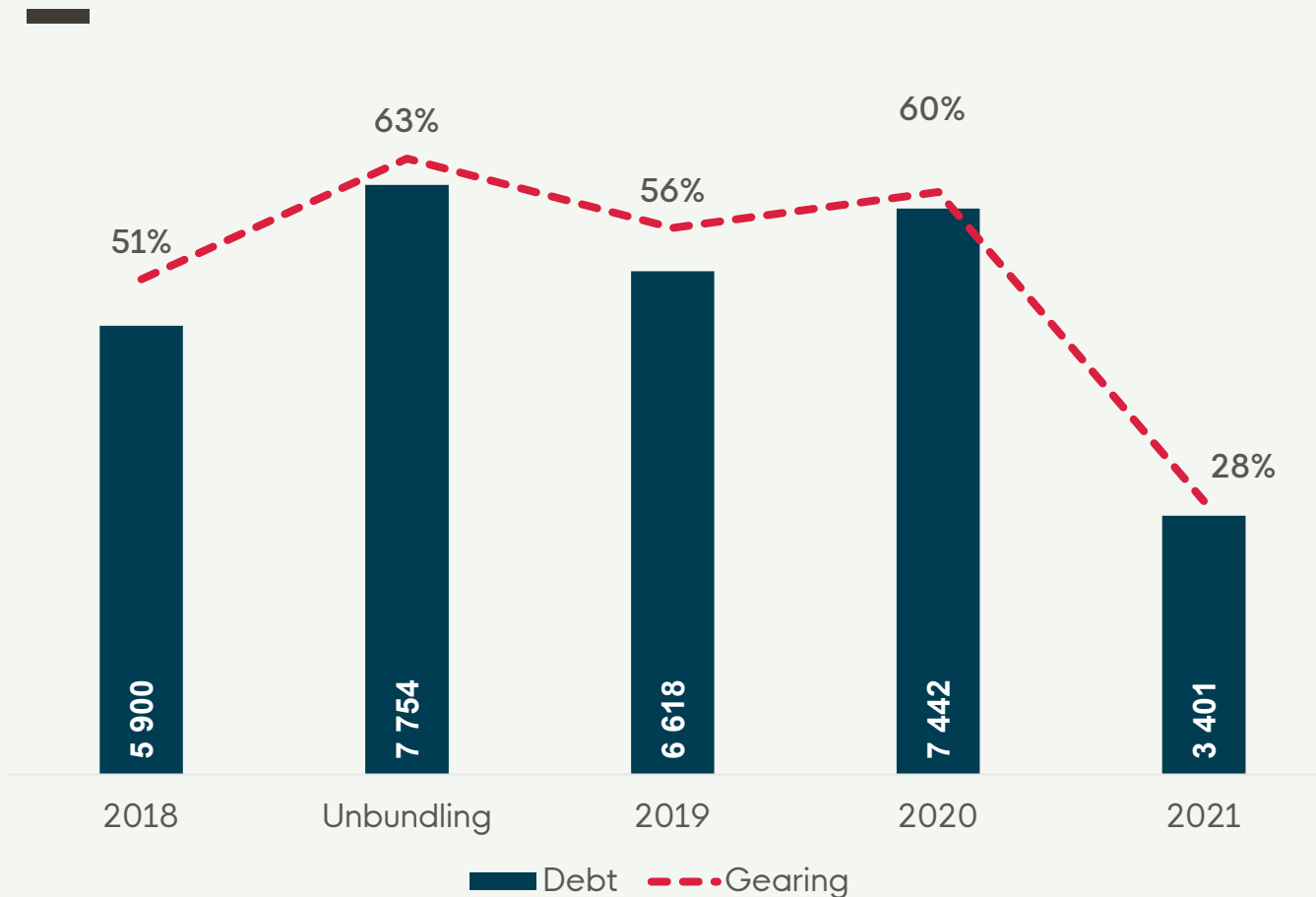
# Financial overview (cont.)

## Cashflow waterfall I Generation and utilisation



# Financial overview (cont.)

## Gearing (total including floorplans)

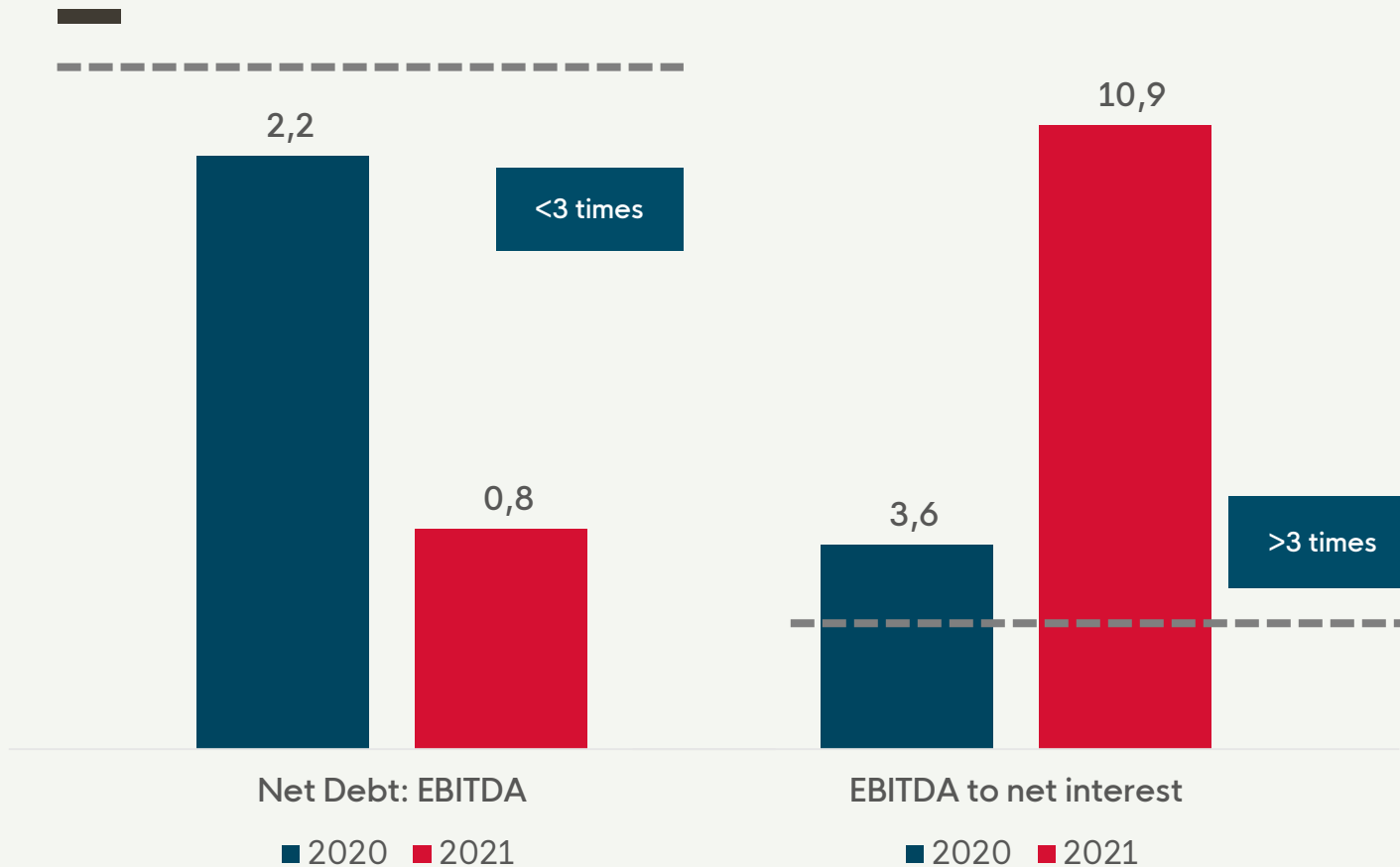


### Funding

- Net debt to equity is 28% (2020: 60%)
- Net debt is lower than 30 June 2020 mainly due to:
  - lower working capital & vehicles for hire &
  - improved profits.
- Net debt to equity target range under normal trading conditions is 50% to 70%
- This condition will remain while inventory levels and car rental fleets remain low

# Financial overview (cont.)

## Facilities and debt covenants



**R15,3bn**  
unutilised  
funding  
facilities

(including floorplans)

**R8,4bn**  
unutilised  
funding  
facilities

(excluding floorplans)

**42%**  
of debt is  
long-term

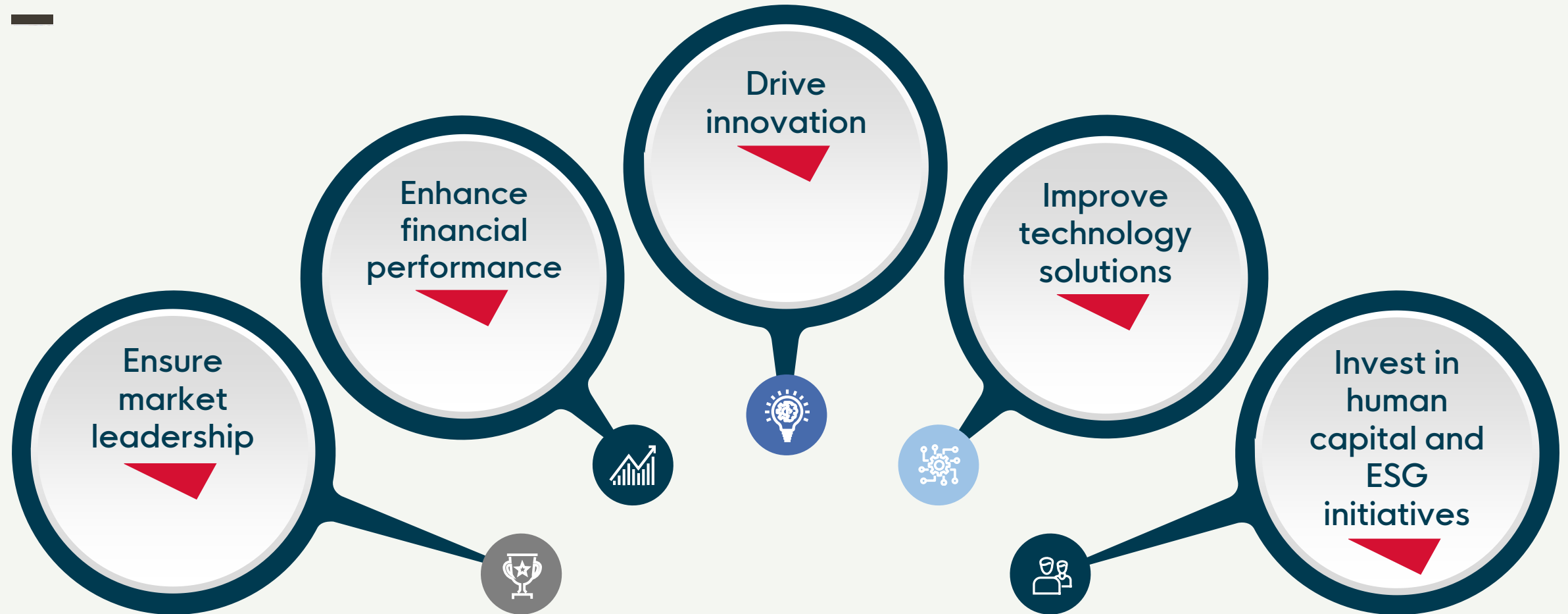
(including floorplans)

**54%**  
of debt  
is fixed

(including floorplans)

Remain well within bank covenants levels

# Strategic objectives





# Business model supporting strategic objectives

OEM's partner of choice due to a superior route to market: representing:



- 24 OEMs in SA
- 18 OEMs in UK
- 19 OEMs in Australia

Strong operating performance



- Revenue up 19%
- Operating profit up 78%
- Cashflows generated R5 904m
- ROIC 14,8% >WACC 9,5%

Employ over 16,700 people



- 73% black representation in SA
- Implemented various development & diversity programmes
- Training spend of R143m

Strategic acquisitions in the UK, Australia, Asia & SA (refer next slide)



Comprehensive offering:



- vehicle models (new & pre-owned)
- parts (premium & private brands)
- rendering of services



Environmental



- 'Green building' capex
- Efficient water usage
- Efficient electricity usage (solar panels)
- Monitoring OEM journey from ICE to EV/hybrid

South African retail market share 20,2%










- selling one in every five new vehicles

Drive innovation through mobility solutions & services to customers



# Acquisitions

The group acquired the following businesses since 1 July 2020, for a total purchase consideration of R543 million:

Acquisition	Jurisdiction	Effective ownership	Transaction
<b>Renault</b>	South Africa 	100%	Buy-out of 40% minorities
<b>Midas stores</b>	South Africa 	100%	Midas (AAAS) stores
<b>6 passenger dealerships</b>	South Africa 	100%	BMW George, Hyundai & Kia Klerksdorp, Kia Rustenburg, Nissan Centurion & Hyundai Paarl
<b>SWT</b>	Australia 	90%	Additional 10% acquired
<b>getWorth</b>	South Africa 	60%	49% at year-end, increased to 60% post year-end
<b>1 commercial operation</b>	UK 	100%	Commercial operation (Ryder)
<b>2 passenger dealerships</b>	Australia 	100%	Additional payment for 2 passenger dealerships in Ballarat (BMW & Isuzu)

## Aftermarket Parts acquisition

In advanced stages of acquiring a distributor of replacement automotive parts in Europe. Synergies exist across the operations with a product line-up that is complimentary to Motus' offering.

Purchase consideration ~R700 million

# Our people

- **Transformation** – progression on prior year:

SA Black representation	2021	2020
Top management	36%	30%
Senior management	53%	40%
Middle management	47%	45%
Junior management	68%	65%

- Accelerated **internal training programmes**.
- Detailed **succession planning** of senior & middle management.
- **Yes Programme** – provide paid work opportunities for **400 unemployed youth**.
- **Apprentice training programme** – ~1,500 apprentices trained p.a. by the academy (internal & external).
- **COVID-19 response**:
  - Continued with social distancing, wearing of masks, strict sanitisation & increased cleaning;
  - Flexible working arrangements (where applicable & practical);
  - All our offices have oximeters for use by staff &
  - Implemented health risk awareness & wellness programmes.

# Innovation at work

Motus is striving to create South African solutions that solve South African challenges!

Our focus is on:

- Promoting a culture of innovation to develop innovators;
- Engaging a growing community of innovators - 3,900 employees;
- Enabling innovation through key-note events - 11 leaders hosted &
- Developing new business concepts - 12 business initiatives explored further.

Creation of innovative new services & related products

Achievements:

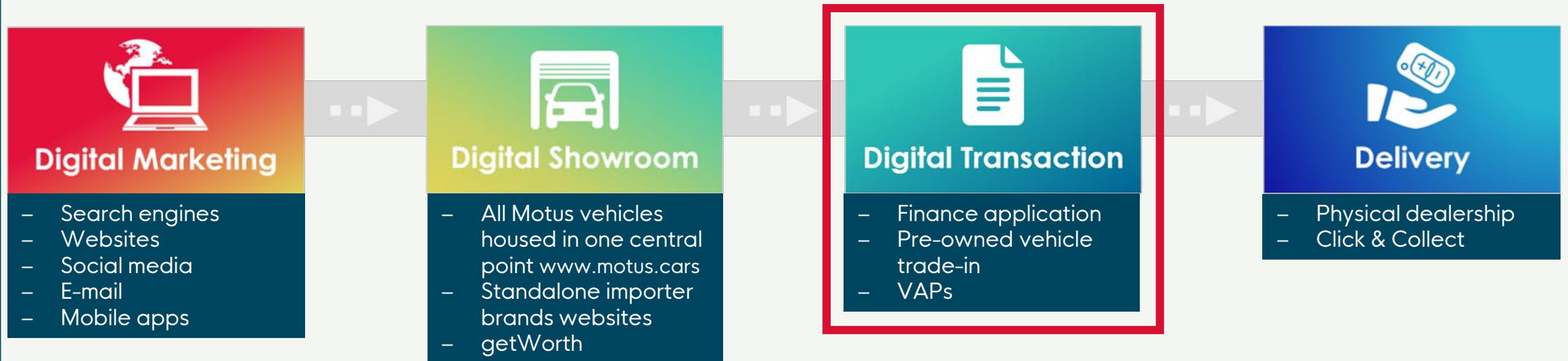
- **JV with Discovery Insure**: world first telematics-based vehicle warranty plan.
- **www.motus.cars** website: one stop shop.
- **getWorth** acquisition: technology & on-line pre-owned vehicle business.
- **Digital onboarding** for customer financing when buying a vehicle.

# Digital journey

Our digital journey has received heightened focus.

## Dealers

Focus on the path between digital marketing and the integration to physical delivery of vehicles:



## Car Rental

Developing self service capabilities for customer service  
Migrated IT onto a new platform that offers enhanced capabilities

## Aftermarket Parts

One integrated ERP system  
One central product catalogue

# Utilisation of available cash and funding resources

## Acquisitions

Bolt-on acquisitions are being considered locally & internationally

- Aftermarket Parts ~R800m
- IT company ~R100m
- Other ~R100m

Total: ~R1bn

## Working capital

Replenishment of vehicle inventory

Estimation: R1,5bn – R2bn

## Replenish car rental fleet

Dependent on car rental industry recovery

Estimation: R1bn – R1,5bn

## Capex

Standard capex & upgrades  
Estimation: R500m – R700m

Including multi-franchise developments:  
Menlyn & Edenvale

## Share repurchases & shareholder dividends

Ongoing

## Debt reduction

Pay-down debt



# Motus value creation during the year

Total dividend declared per share  
415 cents per share

(Final 255 cents & interim 160 cents)

Share repurchases of 6,5 million shares at an average price of R75 per share

Growth in share price of 205%

30 June 2021: R93,34

30 June 2020: R30,62

Achieved EE targets  
73% black employees

Improved black DP representation to 42% (2020: 39%)

Charitable donations & fund contributions  
R47 million\*

Education#  
– 52 school libraries  
– 60 000 learners

Safe scholar programme#  
– 2 080 schools  
– 1,8 million learners  
– 100 000 reflective sashes

Unjani clinic network  
– 92 clinics  
– 350 staff  
– 720 000 annual consults

Creation of employment  
– Yes Programme  
400 youth  
– Apprentice training  
~1,500 apprentices

# Prospects

- In the past 18 months we have **stabilised the business & produced outstanding financial results** supported by **strong cash flows**.
- We **scaled our business activities** to adapt to the new economic circumstances in **a sustainable & responsible manner**.
- Our action plans are not only about **financial goals & operational efficiencies**. **ESG imperatives** are central to our priorities: **environmental** (water, electricity & fuel), **social responsibility & governance** (ethical leadership).
- Committed to delivering stable operating & financial results for the year to June 2022 provided: no further stringent lockdowns, severe vehicle inventory shortages & social unrest in SA.
- FY22 trading has commenced positively.
- We have **sufficient cash available** & a **strong balance sheet** to invest in **strategic growth initiatives** & consider **share buy-backs** as the opportunities arise.

**Stable growth & cash generation to 30 June 2022**



Our heartfelt condolences to the families, friends & colleagues of our 27 employees (24 due to COVID-19) who sadly lost their lives during the financial year.

We would like to extend our appreciation & gratitude to Phumzile Langeni, Keneilwe Moloko & Janine Jefferies for their commitment & service to the Group over the years.

We welcome Smit Crouse & Bridget Duker to the board of directors & Ntando Simelane as company secretary. We wish them every success in their new roles.

We would like to thank all staff members, customers, suppliers, funders, shareholders & the board members for their support during these challenging times.

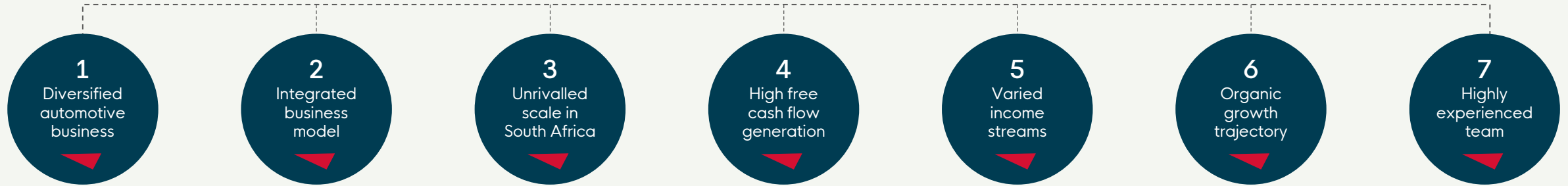
**Thank you!**





# Appendices

# Resilient business model



- 1. Diversified** (non-manufacturing) business in the automotive sector with a **leading position** in South Africa & selected international presence mainly in the UK & Australia & limited presence in South East Asia & Southern & East Africa
- 2. Fully integrated business model** across the vehicle value chain: Import and Distribution, Retail and Rental, Financial Services and Aftermarket Parts
- 3. Unrivalled scale** in South Africa underpins a differentiated value proposition to OEMs, suppliers, customers & business partners, providing multiple customer touch points supporting resilience & customer loyalty through the entire vehicle ownership cycle
- 4. High free cash flow generation** underpinned by **annuity income streams** in the Financial Services business
- 5. Income streams not directly dependent on new vehicle sales:** Parts & services in the dealerships, the Aftermarket Parts business selling parts & accessories & the Financial Services business selling value-added products & services to customers
- 6.** Defined **organic growth trajectory** through portfolio optimisation, **continuous operational enhancements & innovation**, with a **selective acquisition growth strategy** in & outside South Africa leveraging best-in-class expertise
- 7. Highly experienced and agile management team**, with deep industry knowledge of **regional & global markets**, & a proven track record with years of collective experience, with an **independent & diversified board**



# Business segment overview

## Import and Distribution

- Exclusive South African importer of Hyundai, Kia, Renault & Mitsubishi
- Operates in South Africa & neighbouring countries
- Exclusive distribution rights for Nissan in four East African countries
- ~16,1% controllable market share\* in South Africa
- Car parc > 1 million vehicles



20% of Group revenue  
22% of Group operating profit

## Retail and Rental

- **South Africa**
  - Represents 24 OEM's
  - ~340 dealerships
  - ~20,2% retail market share
  - Car rental (Europcar & Tempest): 100 outlets in Southern Africa
  - ~25% rental market share
- **United Kingdom**
  - 86 commercial dealerships
  - 33 passenger dealerships
- **Australia**
  - 36 passenger dealerships



71% of Group revenue  
42% of Group operating profit

## Financial Services

- Developer & administrator of innovative vehicle related financial products & services to >760 000 vehicles including third party products under administration.
- Manager & administrator of service, maintenance & warranty plans
- Provider of fleet management services
- Provider of business process outsourcing through sophisticated technology & call centre capabilities
- Innovation hub



2% of Group revenue  
22% of Group operating profit

## Aftermarket Parts

- Distributor, wholesaler & retailer of accessories & parts for out-of-warranty vehicles
- Operates in Southern Africa & the South East Asia
- 577 retail stores (including 100 owned stores)
- Supported by distribution centres in South Africa, Taiwan & China.
- Franchise base comprises:
  - Resellers (namely Midas & Alert Engine Parts)
  - Specialised workshops



7% of Group revenue  
14% of Group operating profit

\*Percentage of passenger & LCV market

The above financial measures exclude Head Office and Eliminations

# Vision: Where are we going?

- One Motus;
- Provider of leading mobility solutions;
- Nurture strong relationships with all stakeholders;
- Drive disruption, competitive edge & value add via innovation & investment in digital platforms;
- Leverage our integrated business model;
- Create value for employees & shareholders &
- Accelerate strategies:
  - Deliver exceptional value to customers;
  - Remain the strategic partner of choice for OEM's & suppliers;
  - Apply a pragmatic & proactive approach to innovation;
  - Further diversify earning streams within the business;
  - Consolidate to achieve efficiencies & excellence while preserving the entrepreneurial culture &
  - Sustain capital management discipline.

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Photographs of people without masks were either taken pre-COVID-19 or full health and safety protocols were followed as appropriate.

# Pro forma Disclaimer

To provide a more meaningful assessment of the Group's performance for the year, pro forma information has been included under the segment performance section in the preliminary summarised audited consolidated results for the year ended 30 June 2021.

The directors of Motus Holdings Limited are responsible for compiling the pro forma financial information on the basis applicable to the criteria as detailed in paragraphs 8.15 to 8.34 of the Listings Requirements of the JSE Limited ("JSE") and the SAICA Guide on Pro forma Financial Information, revised and issued in September 2014 (applicable criteria). The pro forma information does not constitute financial statements fairly presented in accordance with IFRS. The pro forma information has been prepared for illustrative purposes only and because of its nature may not fairly present the Group's financial position, results of operations and cash flows. The Group's external auditors, Deloitte & Touche, have issued an unmodified reporting accountants' report on the pro forma information on 30 August 2021. A copy of their report is available on request.