



Investor Day – 10 June 2022

Investor Day I Agenda

Session 1	9:00 – 9:15	Welcome	Osman Arbee
Session 2	9:15 – 9:50	Innovation and technology	Kerry Cassel
Session 3	9:50 – 10:20	Dealerships: Retail South Africa	Corne Venter
Session 4	10:20 – 10:40	Importers	Niall Lynch
	10:40 – 10:55	Break	
Session 5	10:55 – 11:30	Aftermarket Parts	Malcolm Perrie
Session 6	11:30 – 12:00	Financial guidance	Osman Arbee and Ockert Janse van Rensburg
Session 7	12:00 – 12:15	Menlyn Multi-franchise overview	Nizam Omar
Session 8	12:15 – 13:00	Tour of dealership	Various
	13:00 – 14:00	Lunch	Canteen

Innovation & Technology

Kerry Cassel

CEO – Mobility Solutions & Head: Innovation and Technology

Motus



01 Introduction Market overview



The evolution of the market

- Digitisation of our industry has shifted IT from a support function in our businesses to a **Key Business Enabler**.
- The **omnichannel experience** will play a **key** part of the wider purchasing process – we must **meet** our **customers** wherever **they are on the purchasing journey** and however they choose to **engage** with us.
- Emergence of **shared mobility solutions** (ride-sharing, vehicle subscription and e-hailing) will be underpinned by **market leading tech platforms**.
- **Connected cars** will generate **more data**, leading to a need to **manage data** better, whilst also creating further opportunities to **monetise data**.
- **Electric/Autonomous cars** will require a shift in skillsets.



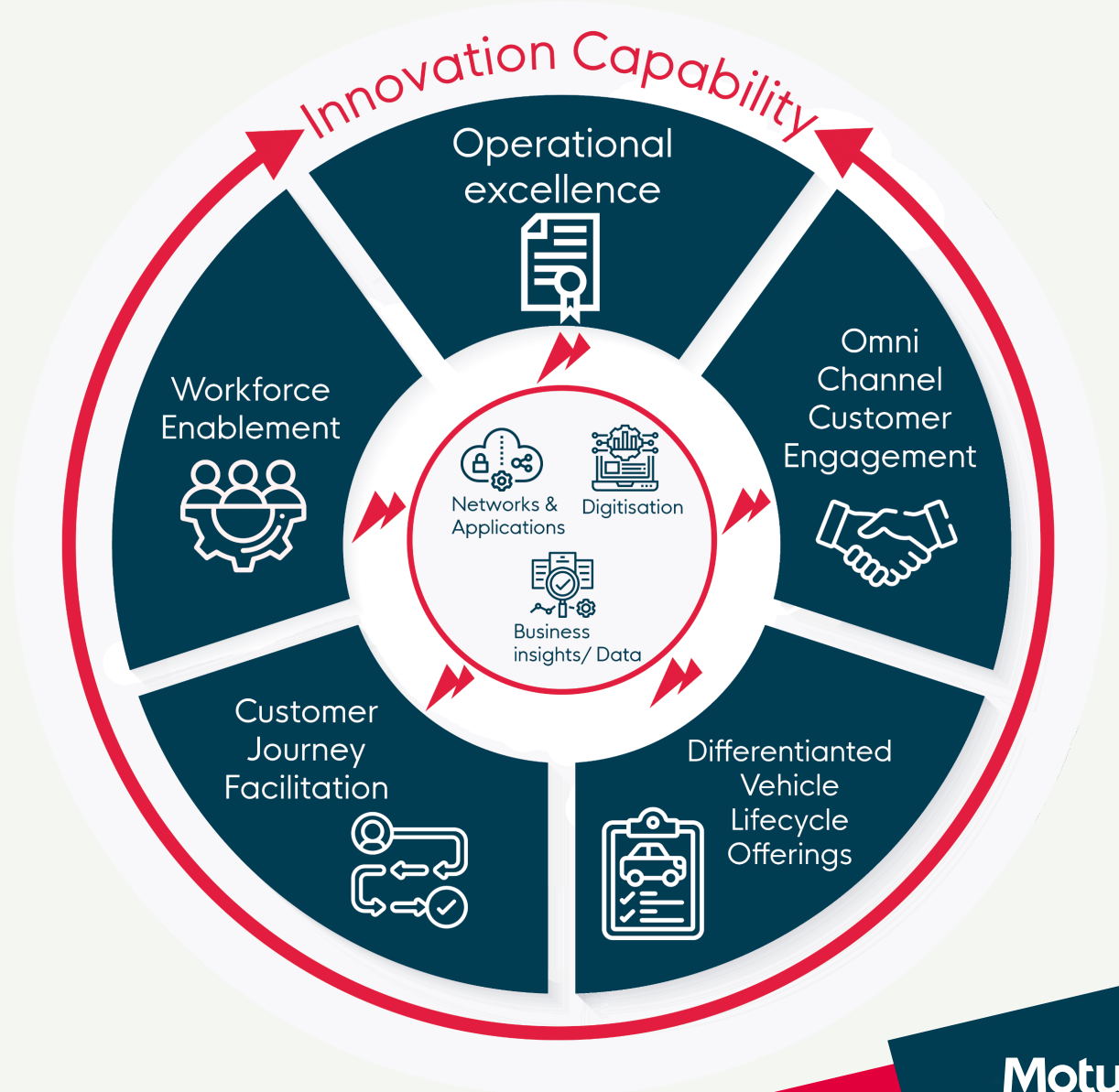
02 Motus' IT Response



Enabling the business

Enablement through:

1. Networks & Applications
2. Digitisation
3. Business Insights & Data
4. Innovation Capability



03 Networks and Applications



Networks and Applications

Networks

- Network throughput increased **337%** in the past two years
- Network upgrade (**SDWAN**) – **245%** increase in network capacity and **35%** reduction in cost
- Our strategy regarding Cybersecurity is premised on the **NIST¹ Cybersecurity Framework** – an internationally recognised and accepted standard for Cybersecurity
- Upgraded **firewalls** to ensure improved network security – reduced malicious call-outs by **71%**



Networks and Applications

Applications

- We initiated **2 digitisation projects** in the last 12 months. Deployment of both (Phase 1) is planned for June 2022.
- **5 significant ERP implementations** are currently in progress which will re-platform the business onto the latest technology.
- We experimented with **2 AI solutions** in the last 12 months. The first has already **saved 1 000 man hours** per month in a pilot single site deployment. The second will be deployed in the next 12 months.
- Our utilisation of Microsoft's Azure cloud infrastructure within Motus grew **400%** year on year.
- We adopted **Dev Ops¹** practices that provide the following key benefits:
 - Continuous integration and continuous delivery, which **eliminates** many of the **bottlenecks** often found in application deployments.
 - Improved **software performance** at a **lower cost** of investment.
 - Frequent releases of new features, fixes and updates.
 - Streamlined development process that allows for **improved communication** and **collaboration**.



04 Digitisation



Our digitisation portfolio



Harbour process



Car buying process



Car sales process



Car rental process



Car servicing process



Aftermarket car parts process

Challenge:
Multiple stakeholder touch-points & handovers of imported vehicles.

Solution:
Digitised every touch-point from arrival in the port, move to bond yard, move between sections in the yard, to automation of a self-billing process across all carriers.

Challenge:
9 in 10 car buyers indicated that they prefer the search, shortlisting & comparison steps of car buying to be virtual.

Solution:
Motus.cars offering a single platform enabling these car buying steps virtually.

Challenge:
Adherence to multiple regulatory & compliance processes are time & evidence intensive.

Solution:
Digitisation of the finance & insurance aspect of the car sales process ensuring 100% regulatory compliance with 50% time reduction.

Challenge:
Minimise the average 5-minute peak-time rental car pick-up time.

Solution:
Ready2Go offers a "walk-through" solution with once-off registration, pre-rental contract signing & payment.

Challenge:
Accurate vehicle health (visible, electric & mechanic) assessment & future maintenance planning.

Solution:
Digital (tablet) process to record & communicate vehicle health status & requirements.

Challenge:
Parts picking efficiency & on-demand manufacturing for slow moving exotic parts & the cost of holding this inventory.

Solution:
Exploration of Future Technologies e.g. 3D printing of aftermarket parts for exotic vehicles & robotics to assist with parts picking.

05 Business Insight & Data



Business Insights & Data

Exploring further **opportunities** for **monetisation of data** focused on:

- Re-capturing lost sales opportunities
- Upselling & cross selling opportunities
- Developing usage-based products
- Developing preventative maintenance predictors
- Leveraging **proprietary data** sets & **analytics capabilities** to enable the business to **manage risk** & **develop innovative products & services** (e.g. Discovery Warranty product & Santam partnership).
- Collaboration with **subject matter experts** in areas such as AI & Machine learning to run data experiments that will improve sales conversion.



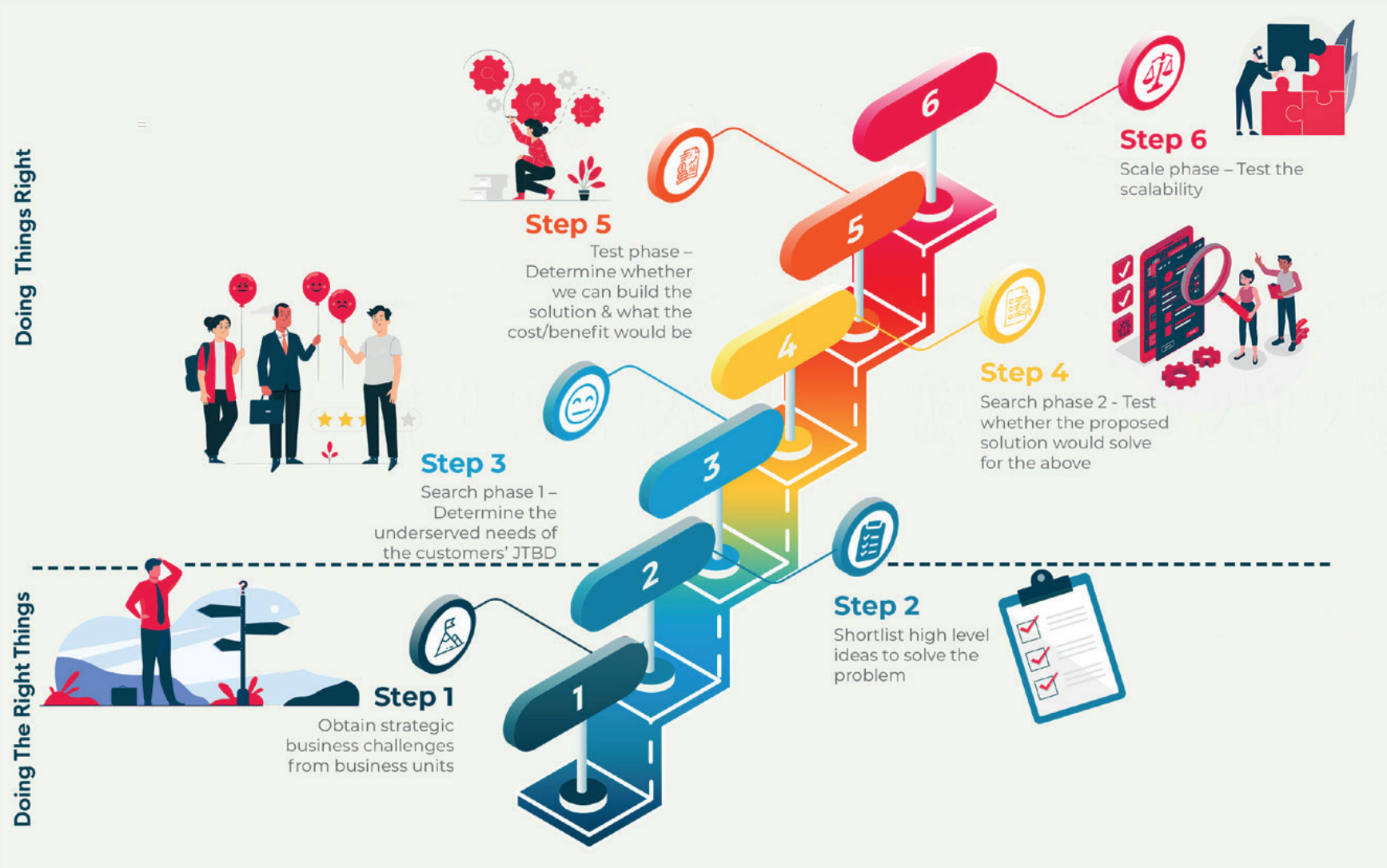
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Innovation Capability

1. m^x Process
2. Innovation Portfolio
3. m^x Events & Community
4. Innovation Blitz



m^x process | Added fuel & remove friction

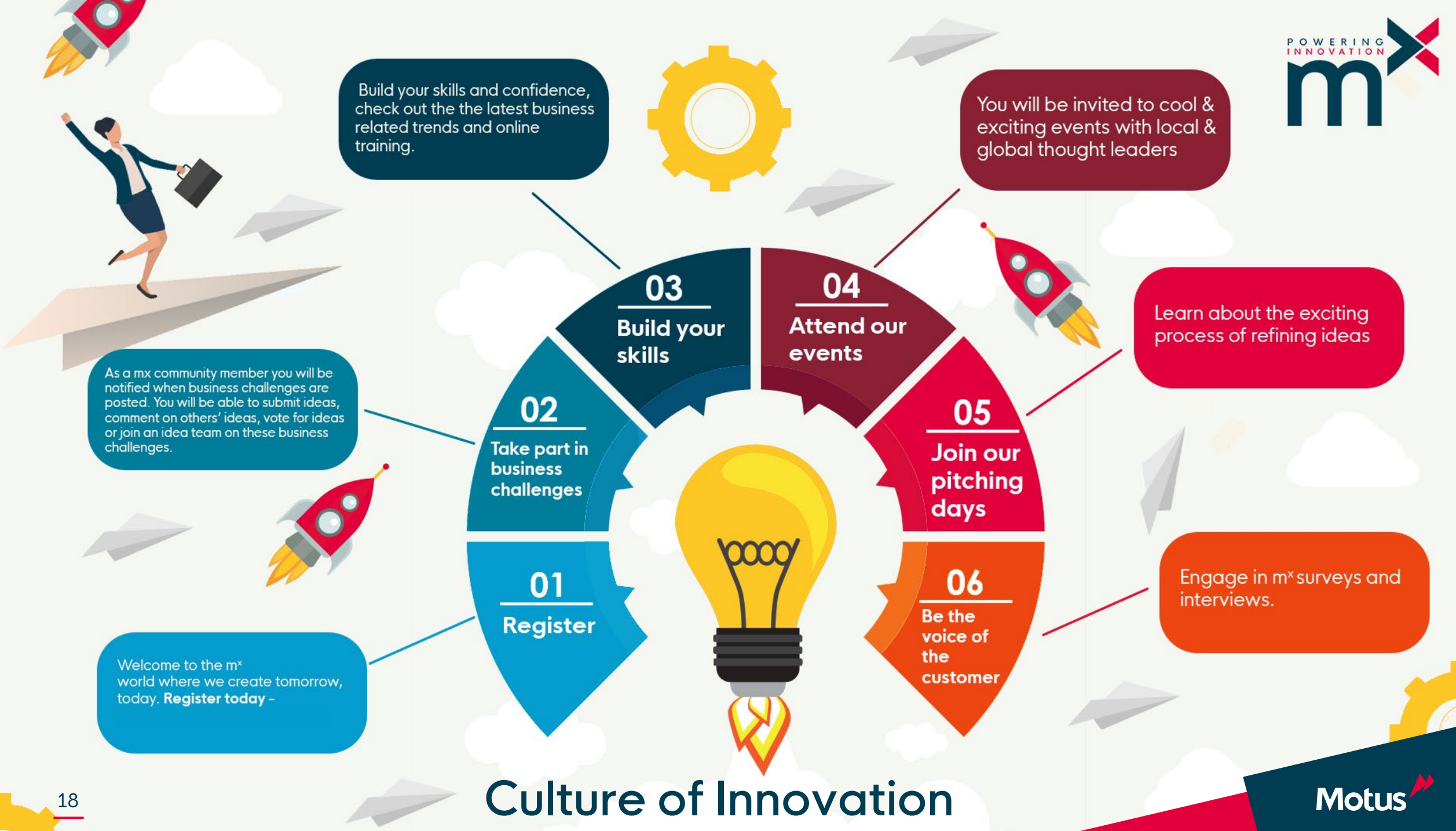


Innovation Portfolio

21 concepts are in development across the 3 phases.

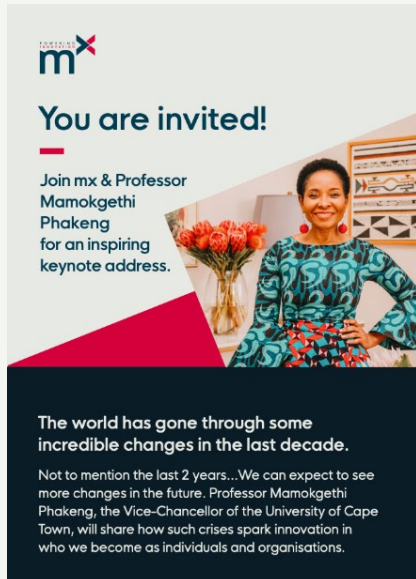
100% of the initiatives within the portfolio have a core digital component.





m^x Events & Community


- 40% of digitally connected Motus employees are members on the mx platform representing all divisions within Motus.
- In addition, we have hosted multiple events in the last year covering a range of topics from Artificial Intelligence, Futuring and E-Commerce.
- Our guest speakers have included global and local thought leaders such as Pieter de Villiers, Dr David Ricketts (Harvard), Professor Phakeng (UCT) and Dr Tendayi Vicki (Strategyzer).
- Motus recently won an innovation award in the Jobs-To-Be-Done Europe awards.



m^x

You are invited!

Join mx & Professor Mamokgethi Phakeng for an inspiring keynote address.



The world has gone through some incredible changes in the last decade. Not to mention the last 2 years...We can expect to see more changes in the future. Professor Mamokgethi Phakeng, the Vice-Chancellor of the University of Cape Town, will share how such crises spark innovation in who we become as individuals and organisations.



m^x

About Mamokgethi Phakeng

Professor Mamokgethi is a member of the board of the Oprah Winfrey Leadership Academy for Girls (OWLAG); a trustee of the FirstRand Foundation and the South African Student Solidarity Foundation for Education (SASSFE).



m^x

You are invited!

Join m^x and Clickatell for a Digital Engagement & Commerce Webinar: Past, Present & Future



Join m^x and Pieter de Villiers, CEO and Co-Founder of Clickatell, for an exciting keynote on Chat Commerce.



m^x

Clickatell

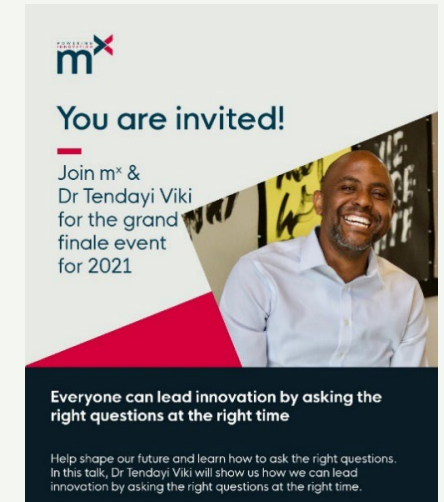
Chat technology is now bigger than the internet, with direct access to 98% of the African population.

Join Pieter as he unpacks how this impacts business opportunities now and in the future.

About Pieter de Villiers

Pieter de Villiers is the Co-Founder and Chief Executive Officer of Clickatell, the leader in mobile communications and Chat Commerce. Pieter has established Clickatell as a leading technology company making commerce in chat accessible for everyone, everywhere. Pieter led the company and its employees through two decades of robust growth and innovation for small companies to enterprises.


Today, Clickatell delivers its Chat Commerce Platform to consumers in more than 220 territories worldwide.



m^x

You are invited!

Join m^x & Dr Tendayi Viki for the grand finale event for 2021



Everyone can lead innovation by asking the right questions at the right time

Help shape our future and learn how to ask the right questions. In this talk, Dr Tendayi Viki will show us how we can lead innovation by asking the right questions at the right time.

Innovation Blitz Video



Thank you



Retail: South Africa

Corne Venter

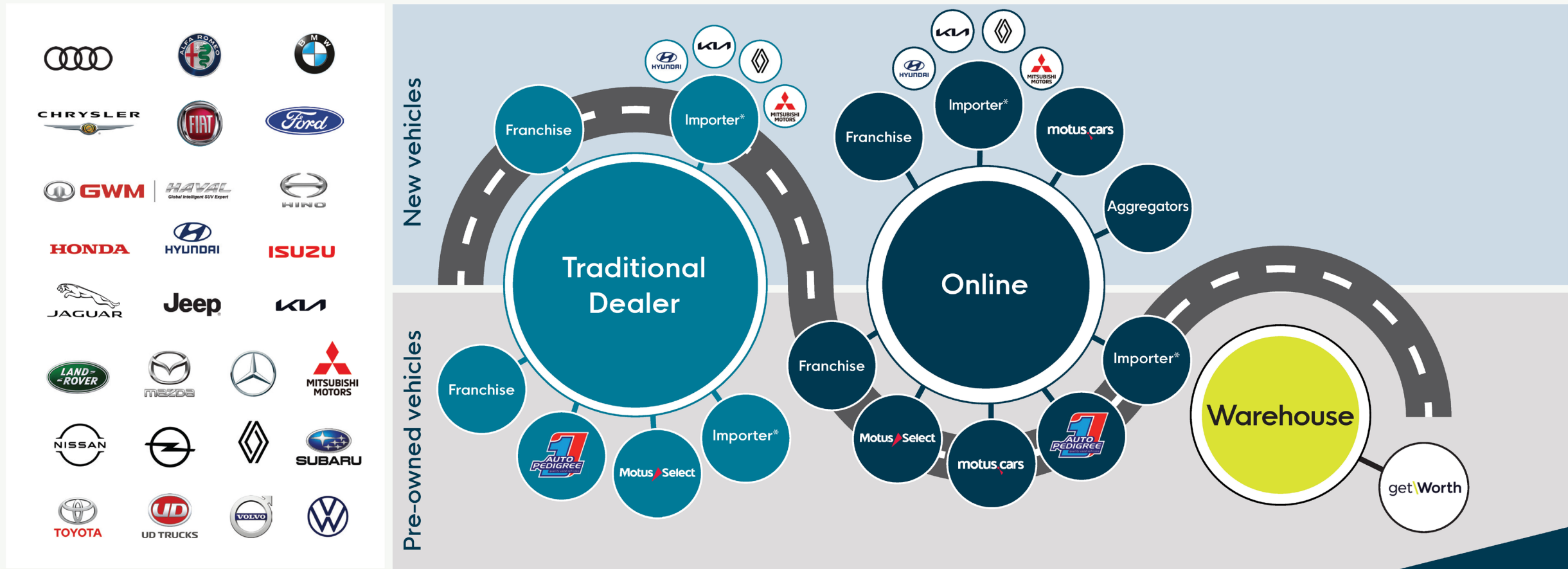
CEO – Retail: South Africa

Motus

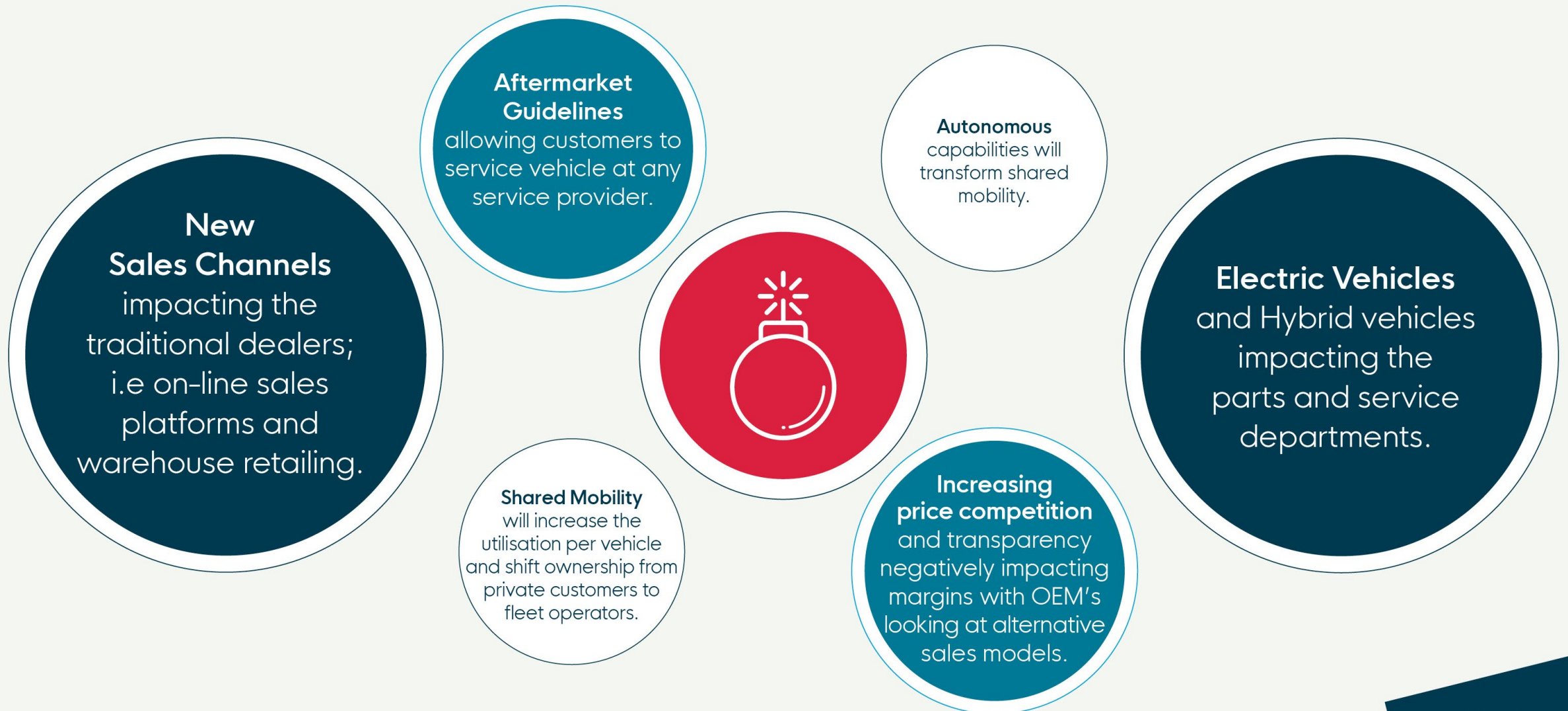


Uniqueness of Motus

Motus has established a position to engage its customers across the various sales channels and aspires to position itself at the forefront of all channels accordingly. Current channel positioning depicted below:



Disruptors of the traditional dealership model



Electric vehicles

uYilo eMobility Program, a multi-stakeholder, collaborative program that aims to foster and facilitate e-mobility in South Africa, states:

Electric cars sold from 2013 to mid-2021

Sales in South Africa

- 710 BEVs
- 690 PHEVs
- 5,116 MHEVs

Sales in Europe

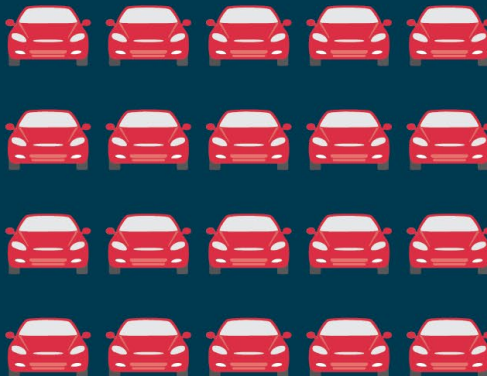
- 336,000 BEV's
↑ 147% yoy
- 350,000 PHEV's
↑ 248% yoy


300
Charging points¹


Range
between
370-440km

20

BEV's to be
introduced
by 2023



<R1m

Mini Cooper SE, BMW i3

<R2m

BMW iX, Volvo XC40 Recharge,
Audi e-tron 55 Advanced

<R3m

Jaguar I-Pace, Audi e-tron Quattro,
Audi e-tron, BMW iX xDrive50,
Porsche Taycan, Porsche Taycan 4

<R4m

Porsche Taycan GTS, Audi RS e-tron
GT Quattro, Porsche Taycan Turbo

>R4m

Porsche Taycan Turbo S

EV Constraints

Several key constraints have limited both the widespread adoption and local production of EVs in South Africa to date.



Taxation

- EVs are still heavily taxed at **25%** import tax vs. ICE at **18%**.
- Government is expected to review import tariffs & introduce sales incentives and/or tax credits.



Battery replacement

- EV **batteries** on average are guaranteed for **8 years** or **160 000km**.
- Replacement cost is between **R20 000** and **R100 000** depending rebuilt vs. replacement.
- This is a **big expense** waiting in the future of EV ownership.
- Lithium batteries pose challenges to recyclers including cost, changing chemistry, and safety risks



Power supply

- **Eskom** has long-faced intermittent power supply and rolling blackouts.
- Increase in domestic **demand** for lithium-ion batteries and energy storage, and a further **7,5%** increase is expected between 2020-2025.



Physical layout of the country

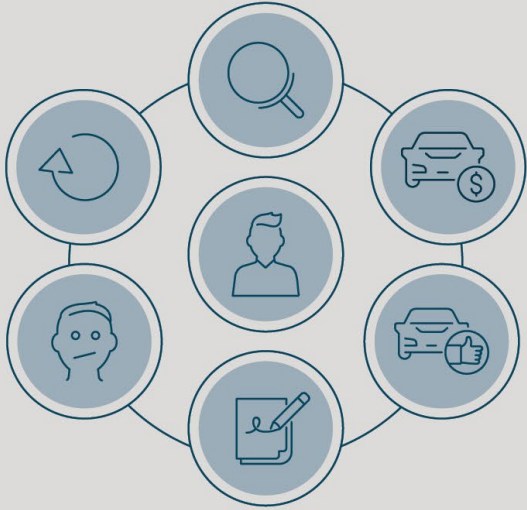
- Electric cars are most **efficient** at **lower speeds**, and in stop-start driving conditions.
- Less efficient at higher speeds **80 – 100 kilometers per hour**
- **Lack of charging infrastructure** across a long-distance route makes long-distance traveling impractical.
- Most optimal operating temperature for EV batteries is 21.5° C.



Practicality & Affordability

- **Less affordable** as nearly all BEVs currently available in South Africa are **premium** passenger vehicles.
- Long-distance travel is common in South Africa, consumers are hesitant about the limited travel range.
- Newer models have improved to **400 km**.

Traditional Purchases



Omni-Channel Purchases



Changing customer behaviour

- The digital adoption in our industry has accelerated.
- Motus identified that the customer search and transacting behaviour is fast evolving.
- Customers do not always want to follow the linear vehicle purchase journey.
- Customers now want to engage using a process they are most comfortable with.
- The omnichannel experience will be key in the purchase process going forward.
- We need to ensure that we meet the customers wherever they are on the purchasing journey and however they choose to engage.

motus.cars

Why motus.cars

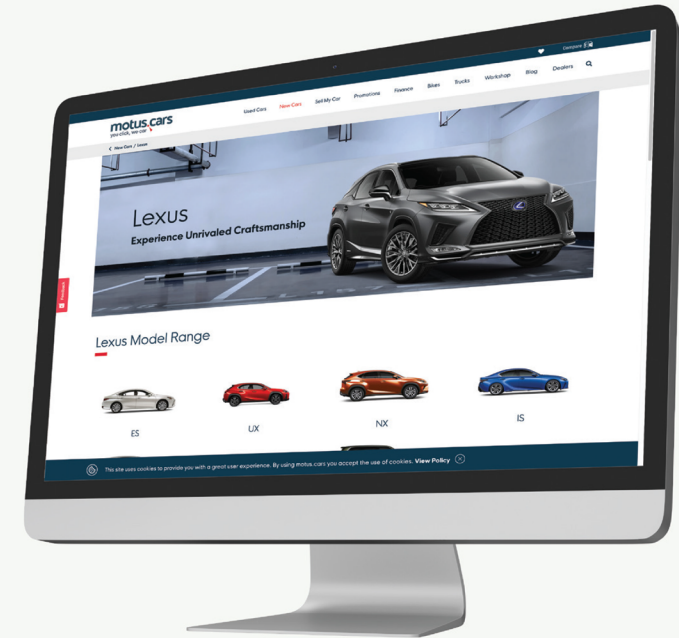
- Create a significant lead generator for the wider group.
- Introduce a digital sales journey and over time provide the ability to conclude full transactions online.
- Offer flexibility as digital journey remains parallel to the existing traditional sales journey.
- Evolve with consumer as customers adopt digital engagement.

motus.cars offers customers

- Leading automotive retail group aggregator.
- The safe and trusted place to shop for your next car.
- No less than 27 new vehicle brands represented and thousands of top-quality pre-owned vehicles.
- Representing 300+ dealerships nationwide.

motus.cars advantage over competitors

- First true, online brand launched by an automotive retail group.
- We own all vehicles on the site.
- Allows digital engagement and can be scaled and evolved over time as customers' needs do.



Digitisation

The key objectives in our digitisation strategy can be categorized as follows:

Enhance customer experience

- Offer customer omni-channel engagement.
- Sales support tools offered to assist customer.
- Integration will reduce duplication and enhance experience.

Create uniformity & efficiency

- Consolidation of functionality into a single platform to create uniformity and alignment of systems and processes.
- Realise efficiencies by reducing duplication of effort through deep integration.
- Improve integration ability and speed through uniformity and orchestration layer.

Reduce third party dependency

- Eliminate dependency risk by replacing external systems.
- Additional enhancements like trade-in, pricing support, stock mix modeling and stock count functionality.
- Improved speed to market and reduced cost.

Architecture, Technology, Data and Analytics

- Collation of **Customer** and **Vehicle Data** in a central location.
- Leverage **GetWorth's** data **technology** and **machine learning** capabilities to extract insights from large data sets.
- Develop **innovative value-added** products by extracting meaningful business insights from customer behaviour and vehicle data.



Thank you





Importers

Niall Lynch

CEO – Hyundai

—

Motus



Importers I Key statistics

Duration of the exclusive distribution relationship (years)

Total sales since start of distribution to December 2021 (units)

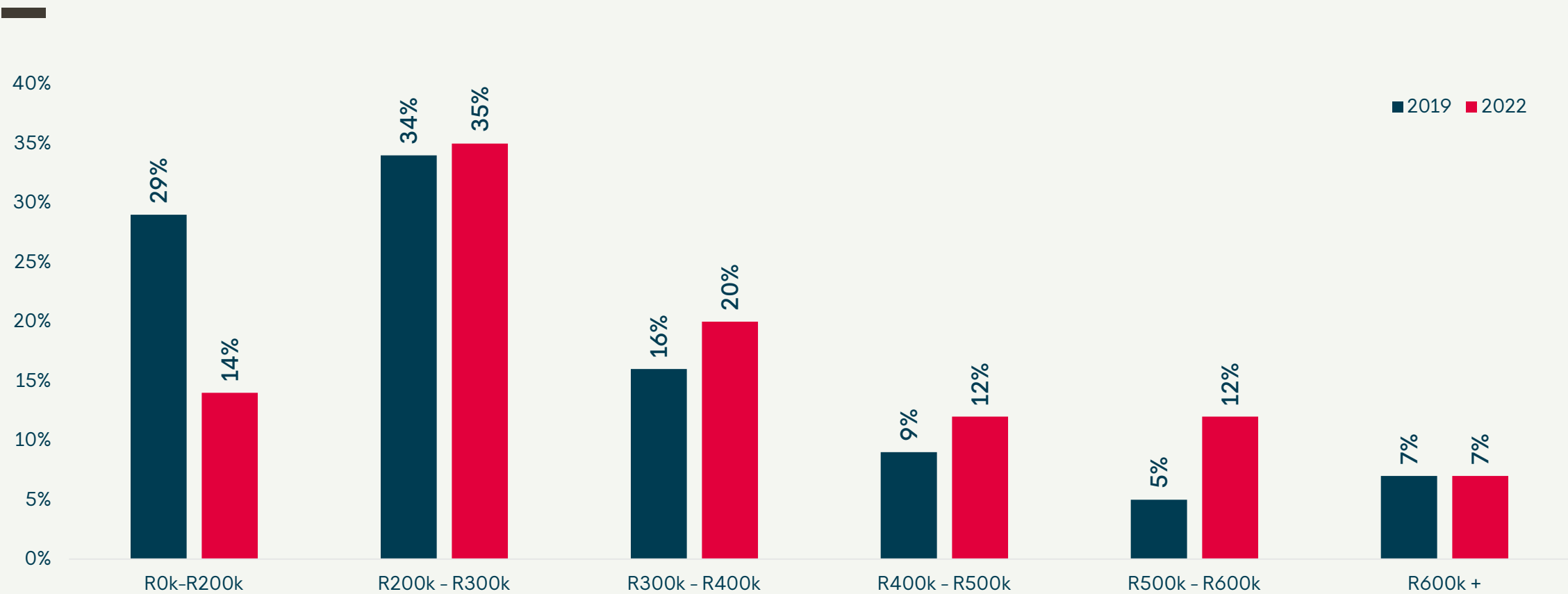
Average sales per annum (units)

Total market share - calendar year 2021

Total passenger share - calendar year 2021

Hyundai	Kia	Renault	Mitsubishi	Total
22	24	30	15	
672 726	269 556	323 512	25 824	1 291 618
37 000	25 000	25 000	3000	90 000
7,6%	4,6%	4,8%	0,6%	17,6%
9,8%	6,1%	6,9%	0,8%	23,6%

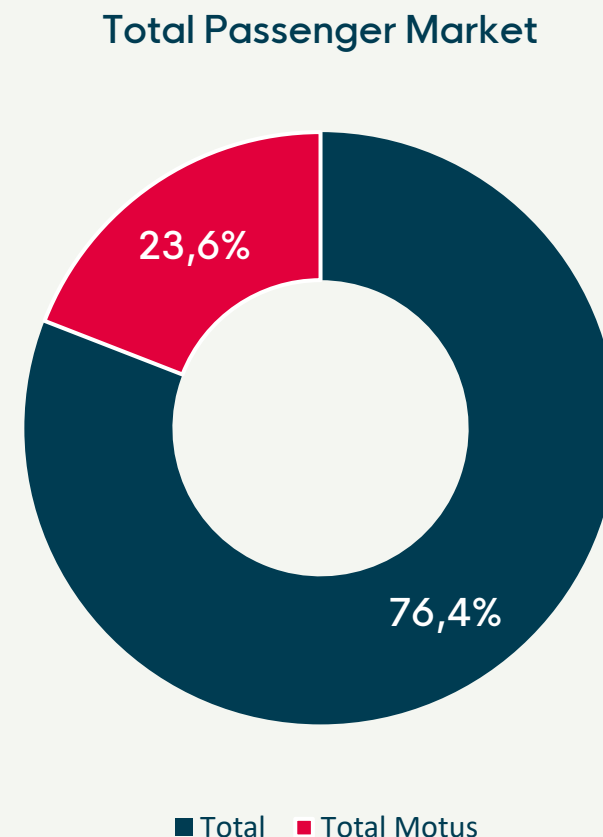
New vehicles | Average finance value



81% of new vehicles financed for < R500k

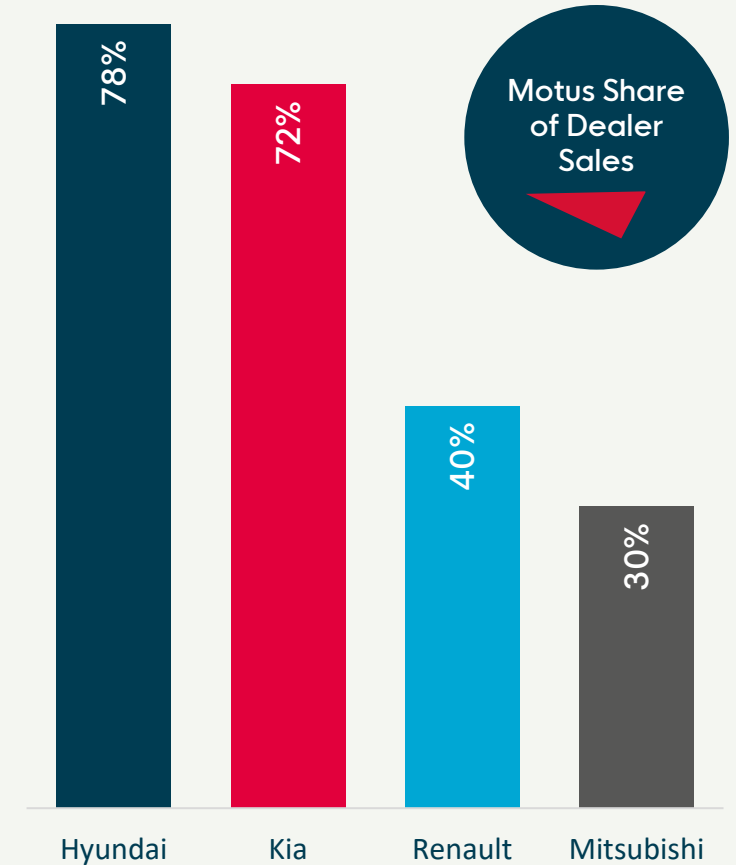
Total Passenger Market Share Segments | 2021 calendar year

Category	Volume	Share
Total 5 Door Hatch	127 233	40,5%
Motus 5 Door Hatch	43 606	34,3%
Total SUV & Crossover	128 507	41,5%
Motus SUV & Crossover	26 363	20,5%
Total Other	58 038	18,0%
Motus Other	4 163	7,2%
Total	313 778	
Total Motus	74 132	23,6%

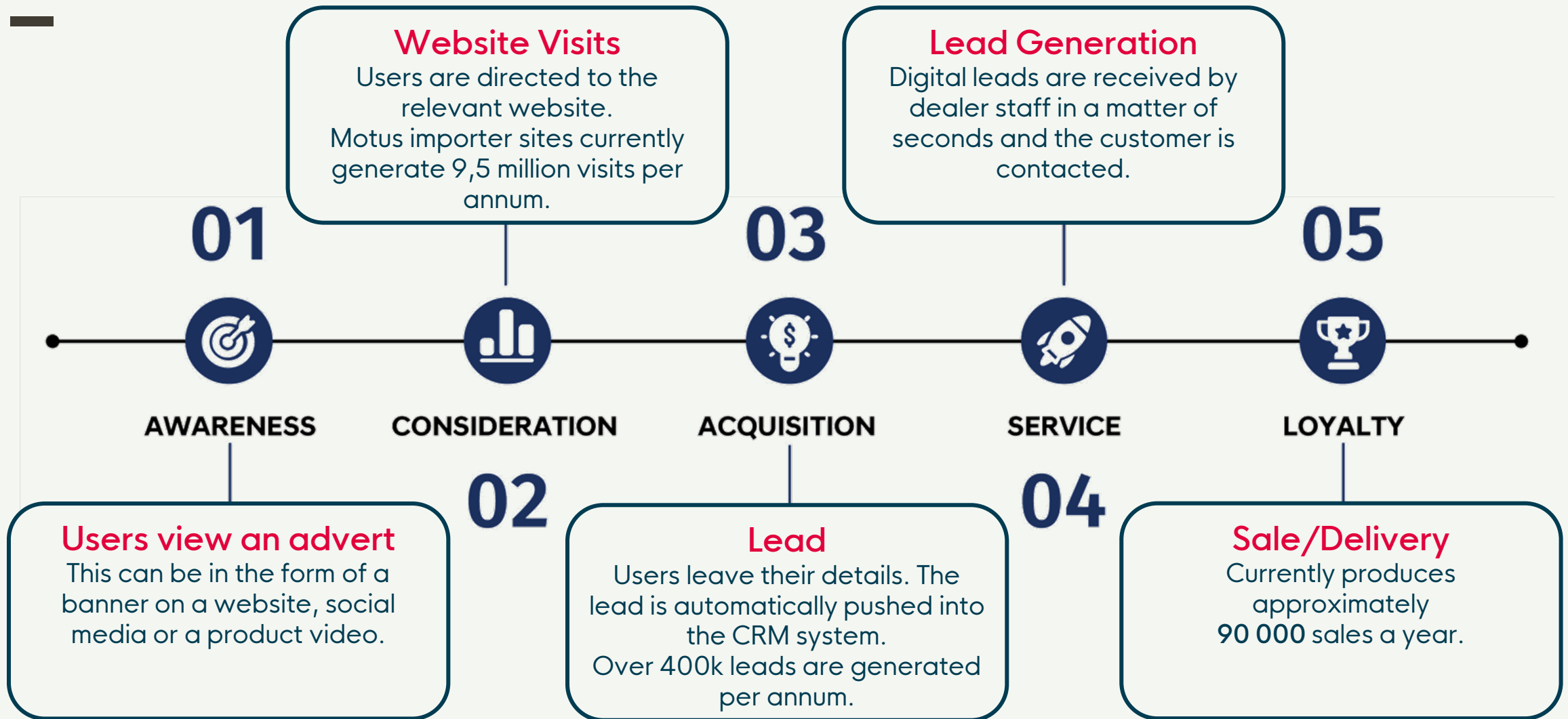


Dealer Representation | 2021 calendar year

Brand	Motus Owned	Independent Dealers	Total
Hyundai	53	53	106
Kia	35	33	68
Renault	24	62	86
Mitsubishi	10	38	48
Total	122	186	308



Customer Journey Map



How Hedging Works



- Focus on buying currency below the costing rate
- In times of currency depreciation, the hedging policy allows time to adjust prices

After Sales

Total sales since inception

Warranty vehicle parc at December 2021

S&M plan vehicle parc at December 2021

Annual workshop vehicle throughput - 2021

Parts pieces in stock (average for 2021)

Hyundai	Kia	Renault	Mitsubishi	Total
672 726	269 556	323 512	25 824	1 291 618
172 053	80 510	100 225	8 528	361 316
135 806	59 709	65 124	10 027	270 666
337 758	178 919	130 039	40 922	687 638
655 329	240 019	315 000	125 018	1 335 366

Warranty

Hyundai

- 7 Years
- 200 000 km

Kia

- 5 Years
- Unlimited km





Renault

- 5 Years
- 150 000 km

Mitsubishi

- 3 Years
- 100 000 km

New Model Launches | 2022

	 HYUNDAI			
Month	Hyundai	Kia	Renault	Mitsubishi
January	Staria Multicab	Sorento & Carnival		
February	Tucson		Clio 5	
March	Grand Creta			
April	i30 N & Kona N			
July	Creta PE* & Staria Panelvan		Triber Express	
August				Triton Single Cab
September		Sportage		Xpander
October	Palisade PE*	Carens	Trafic PVan	Outlander
November	Venue PE*	Niro - Hybrid & Electric	Captur & Megane RS Trophy	
December				

Electric Vehicles | What does the future look like?

- No Government assistance. 25% Import duties, ad-valorem, etc. applies to all EV imports.
- Infrastructure challenges - charging stations and reliable electricity supply.
- Most brands are adding an EV or plug-in hybrid as part of their line-up, but consumer affordability will be a challenge.



Kia EV6



Hyundai Kona EV



Kia Niro



Hyundai Ioniq 5

Thank you



Aftermarket Parts

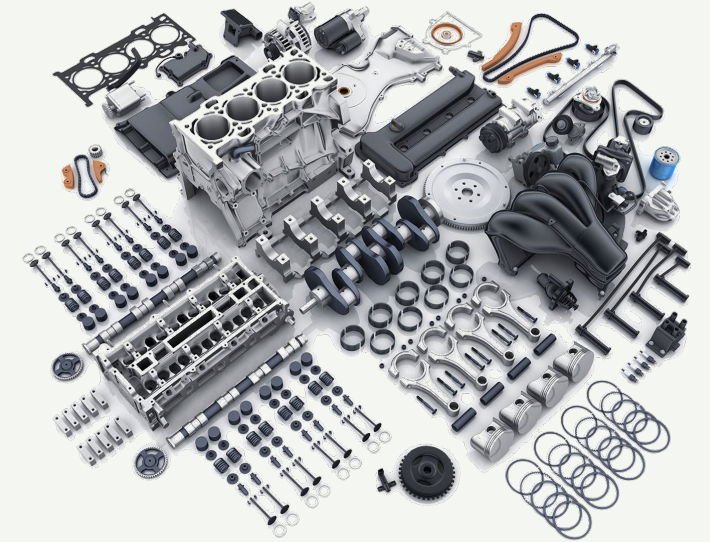
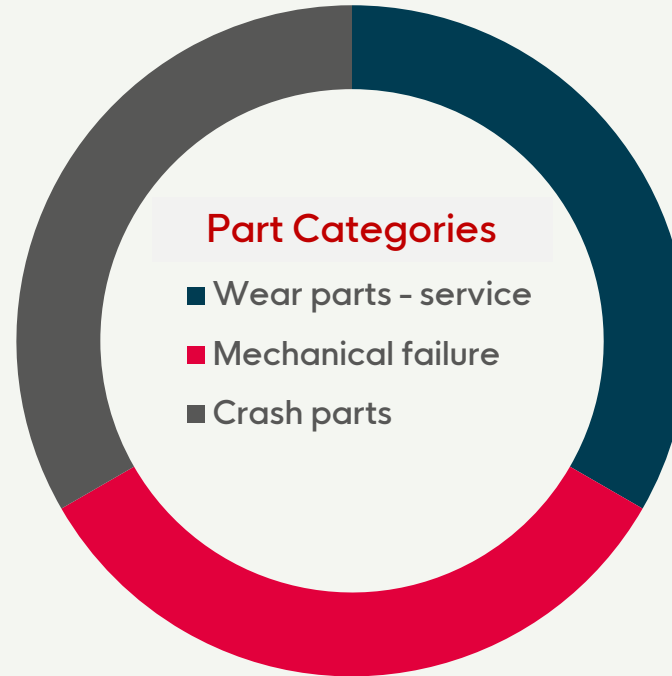
Malcolm Perrie

CEO – Aftermarket Parts

Motus



Composition of Aftermarket Parts



Each vehicle has ~ 30,000 parts
Translates to ~ 2,000 moving parts

South African market | The numbers game

Car parc

12 million vehicles → 3,000 model variants → 1,500 platform variants

Parts

30,000 parts per vehicle → Amounts to 90 million different parts

Active wear parts

2,000 active wear parts per vehicle → Amounts to 6 million active wear parts

1,500 platform variants → Amounts to 3 million active parts (SKU)

Motus

- 135,000 active parts (SKU's)
- No Crash parts
- No Exotics
- Target the "Reseller" and "Fitter"

What is the Aftermarket?

The Aftermarket

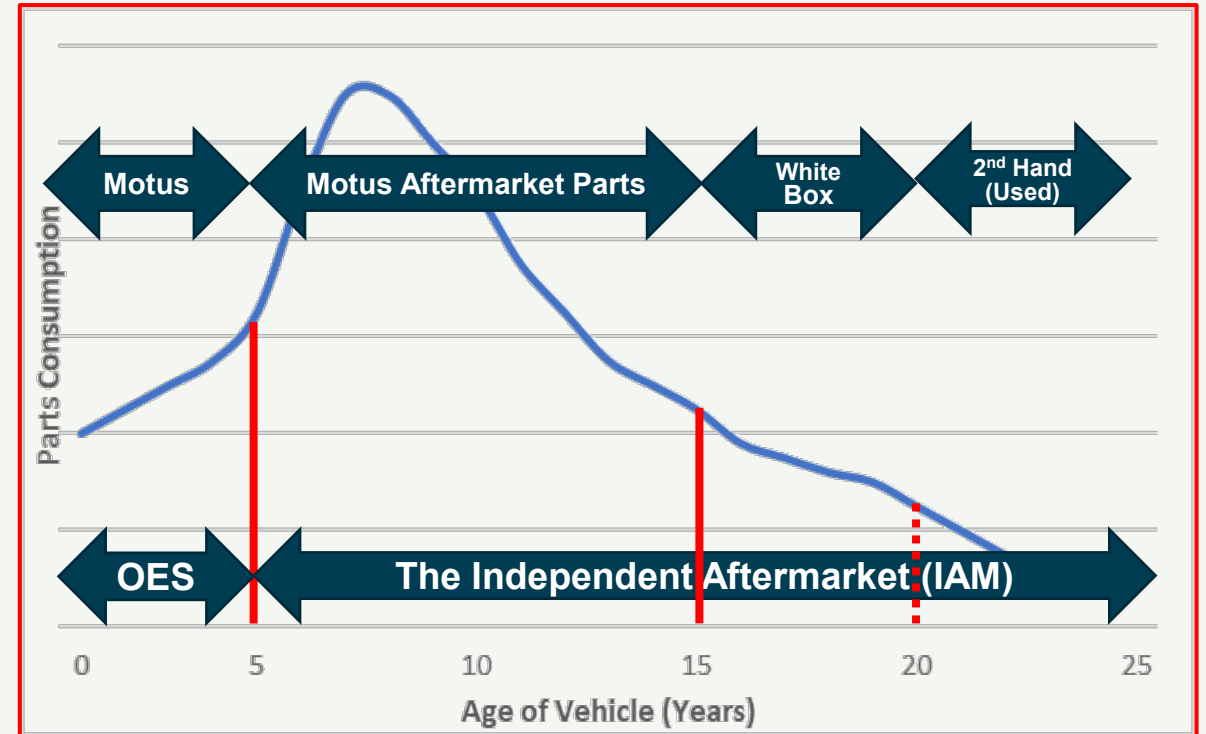
- Replacement Parts post the sale of the vehicle
- The OES¹ market – generally captive by the OEM's
- The independent aftermarket
 - The non-OEM participants

The Independent Aftermarket

- The "biggest" market in replacement market
- Segments into 4 categories
 - OES equivalent – global brands
 - Private label
 - Entry specification
 - 2nd hand parts

Market Opportunity

- Installed base of vehicles in SA – 12 million
- Installed base of vehicles globally – 1.4 billion
- Market demand driven by mobility of the vehicle parc
- Replacement cycles are either time dependent (oil's and rubber components) or mechanical failure (usage dependent)



Global trends and market opportunity

The EV Revolution

- Driven by ESG and government legislation
- Different players entering market
 - Google
 - Apple

Market Distributor Consolidation

- Increased requirement for investment in working capital
- Big players on acquisition drive:
 - UK and Europe: LKQ
 - Australia: Bapcor

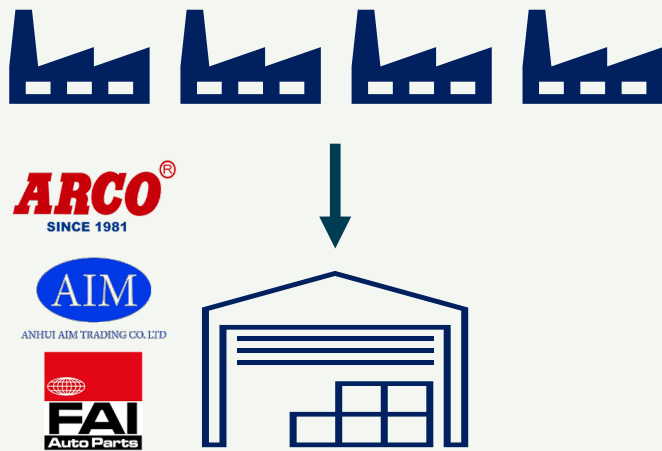
Vertical Integration

- Distributors looking for full channel margin control
- Alignment with supplier base and the formation of strategic alliances

Motus Aftermarket model I Revenue & margin streams

Stream 1

– Aggregate product

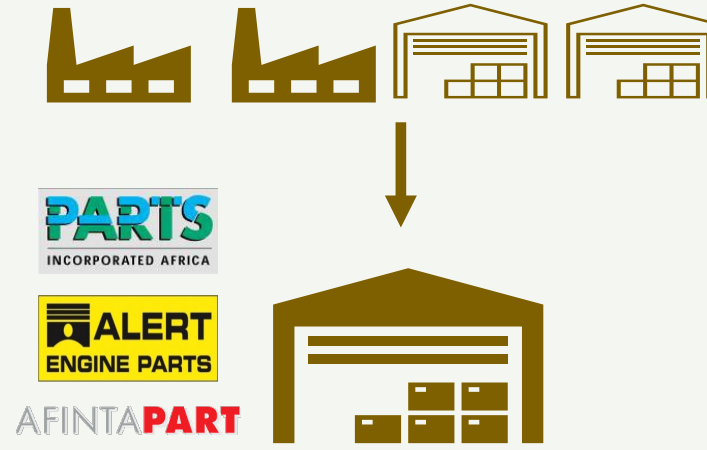


Functions

1. Source components from multiple sources to:
 - a. Make up range of specific product line (e.g. pistons)
 - b. Complete a kit (e.g. timing kits)
2. Create
 - a. "Own brand"
 - b. Package for other private label
3. Manage & control suppliers and quality

Stream 2

– Wholesale distribution



Functions

1. Source product to store & distribute to resellers
 - a. Franchisees
 - b. Independents
 - c. Owned retail
2. Brand Strategy
 - a. Supplier brand
 - i. Global brands – OES equivalent
 - ii. 2nd tier global brands
 - b. Private label – own label
 - c. Entry spec – own label
3. Manage & control channel to market

Stream 3

– Retail



Functions

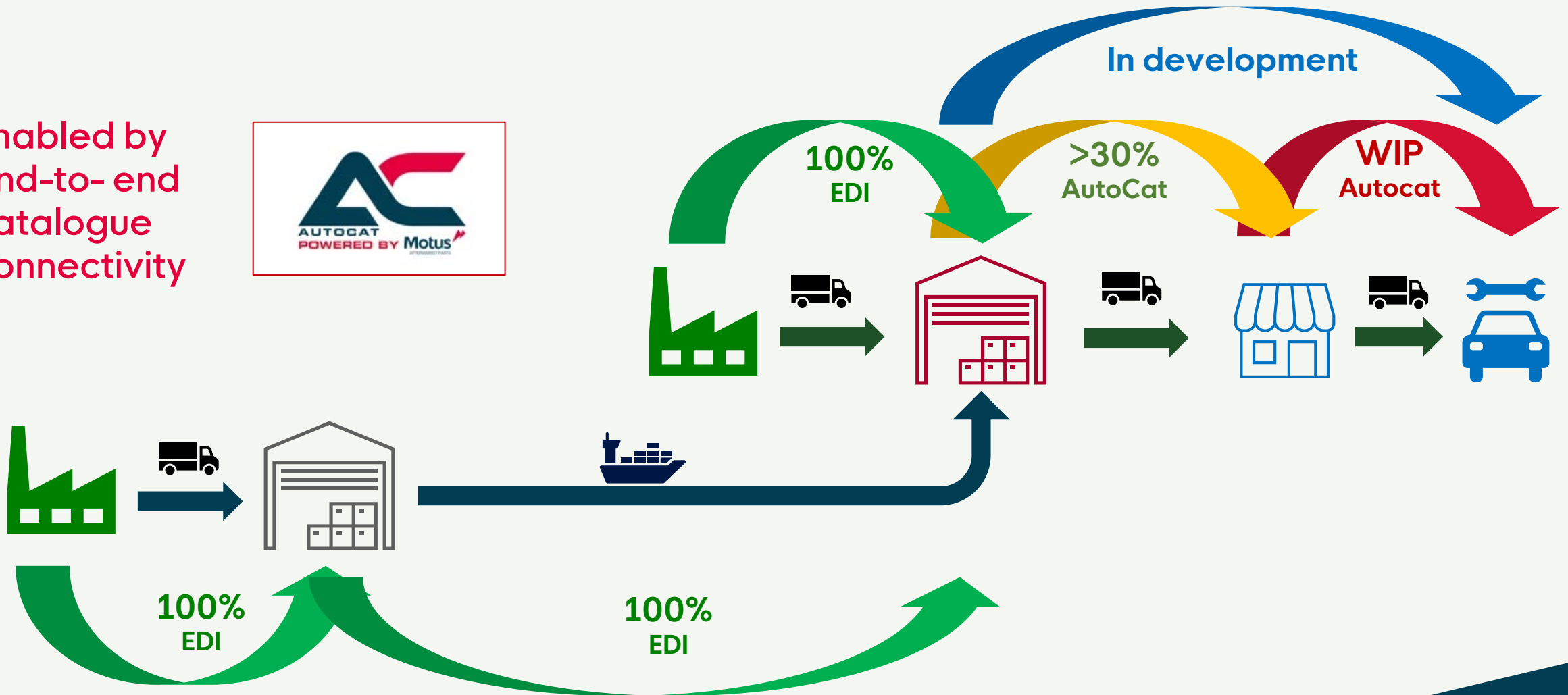
1. Source products from "own" wholesale & selected drop shipment suppliers
2. Sell to end consumer
 - a. Workshops
 - i. Formal
 - ii. Informal
 - b. DIY & "walk-in" customers
3. Manage & control last mile

The Aftermarket value chain



Digitisation journey

Enabled by
end-to-end
catalogue
connectivity



The impact of EV on vehicle parc

Globally

- Quicker uptake in 1st world versus emerging markets
- Impact specifically of drive line components – engine, gearbox (~25% of current revenue streams)
- Legislation a key driver
- Increased demand for other component categories due to weight implications
 - Suspension and steering
 - Wheel
 - Braking – to a certain extent
- Higher value replacement parts – sensors, vehicle management, batteries
- Short distance (urban driving) advantageous
- The growing acceptance of hybrids and hydrogen as alternative energy
 - Increased demand for replacement parts on these vehicles

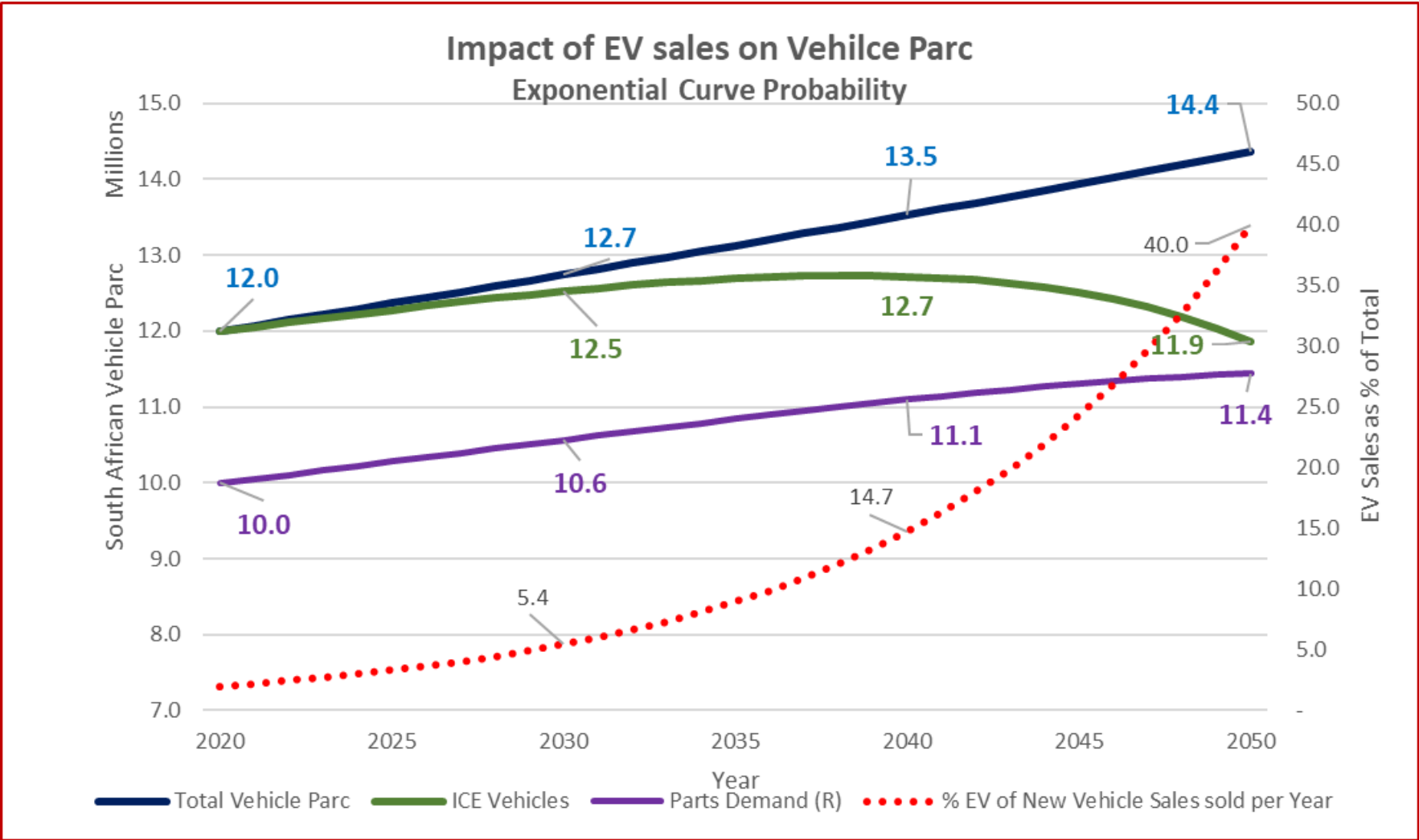
Global ICE car parc ~1,4 billion vehicles

Locally

- Slower uptake as a result of:
 - Affordability and price disparity of EV vs ICE
 - Poor electrical infrastructure
 - Cost of recharging stations
 - Large distances
 - EV cost vs ICE
 - Likely to be hybrid before EV

South African ICE car parc ~12 million vehicles

EV erosion of SA car parc



The EV revolution will have a limited impact on aftermarket parts as a result of long-life for ICE vehicles, coupled with the growing market for EV parts.

Opportunities

United Kingdom

- Further expansion into wholesale & retail channels
- UK eCommerce market

Market: 35 million ICE car parc

Far East

- Further expansion into "Aggregator" market
- Supply chain optimisation driving efficiency

South Africa

- Further expansion of retail footprint
- Further expansion into "Aggregator" market
- Distribution rationalisation & optimization driving efficiency

Market: 12 million ICE car parc

Australia

- Specialised distribution (similar to Alert in SA)

Market: 20 million ICE car parc

Diversify supply side to reduce dependency on single source

Sustainability & Innovation

3D Printing

- For slow moving, exotic parts
- No inventory
- On demand manufacture
- No waste
- Currently in use at Beekman in R&D



Robotics

- Assist in picking and binning
- Use of "Ketty Bot"
- Will improve productivity
- Reduce personnel movement
- Under investigation



Thank you



Financial guidance

Ockert Janse van Rensburg

CFO – Motus Holdings Limited



Guidance for year ending 30 June 2022

Operational performance exceeding expectations.

Earnings	Projection for the year to 30 June 2022	Actual for the year to 30 June 2021	Percentage range
Attributable profit	R3 040 million to R3 250 million	R2 098 million	45% to 55%
Earnings per share (EPS)	1 730 cents per share to 1 845 cents per share	1 153 cents per share	50% to 60%
Headline earnings per share (HEPS)	1 770 cents per share to 1 885 cents per share	1 179 cents per share	50% to 60%

Performing while transforming!

Guidance for year ending 30 June 2022 (continued)

Share buy-backs (millions)	Unbundling to 30 June 2021	1 July 2021 to 30 June 2022
Total number of ordinary shares in issue (opening balance)	202	189
Total shares bought back & cancelled	(16)	(12)
Conversion of deferred ordinary shares into ordinary shares	3	1
Total ordinary shares in issue (closing balance)	189	178
Treasury shares	(6)	(7)
Effects of weighting and other	(1)	2
Weighted average number of shares	182	173

Weighted average number of shares forecasted to 30 June 2023 amounts to ~165 million shares.

Guidance for year ending 30 June 2022 (continued)

Debt covenants	Projection for the year to 30 June 2022	Actual for the year to 30 June 2021	Requirement
Net Debt: EBITDA	Below 1,2 times	0,8 times	Less than 3
EBITDA: Net Interest	Above 15 times	10,9 times	Greater than 3

Motus has healthy cash generation & sufficient liquidity, with headroom on debt covenants, for **strategic acquisitions, dividend distributions & share buy-backs**.

Thank you



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