



Motus

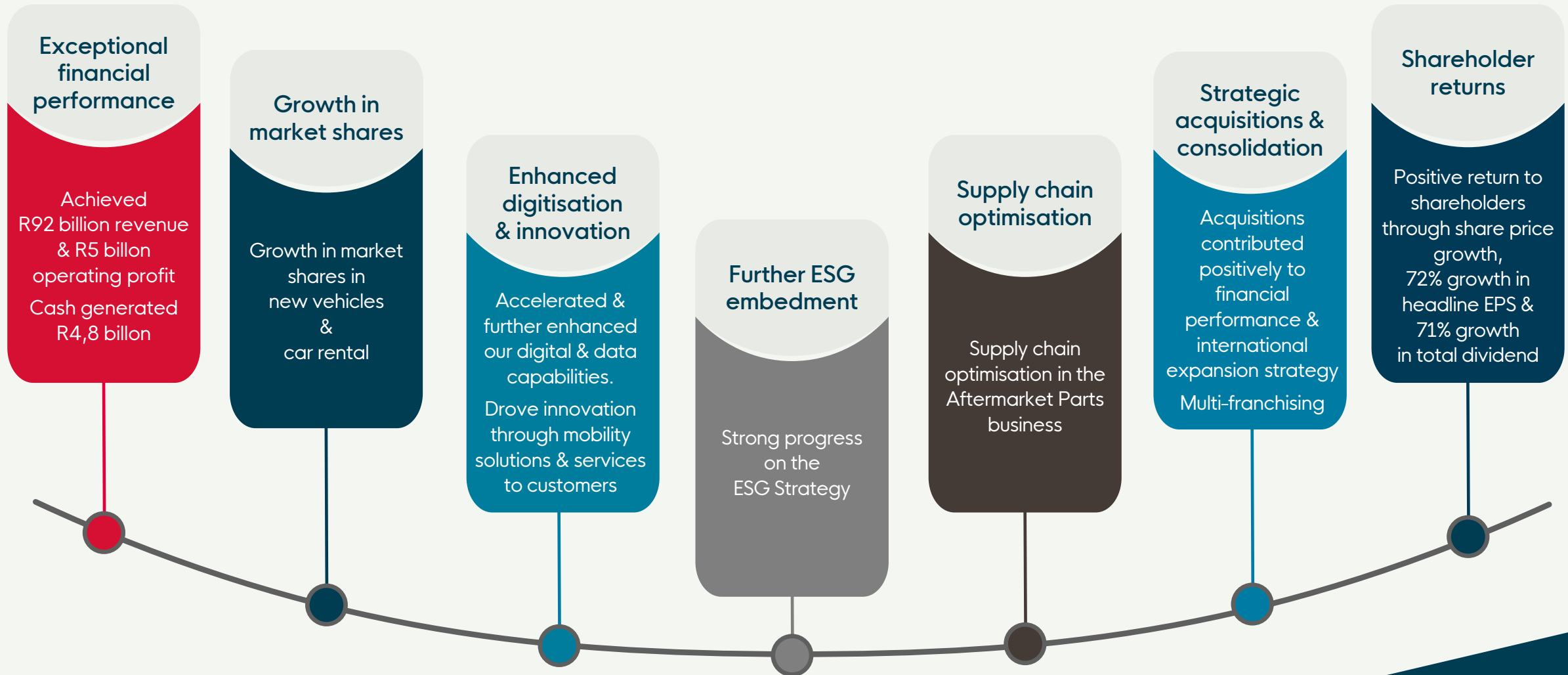
Annual results presentation
audited summarised results
for the year ended 30 June 2022



Agenda

- 1 2022 highlights
- 2 Themes underpinning Motus' success
- 3 Trading environment
- 4 The South African vehicle market & our share
- 5 Vehicle unit sales
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2022 highlights



Themes underpinning Motus' success

Governance & structure

Our **integrated business model** enables us to capture opportunities when others face challenges, within the parameters of **good governance** & guided by our **strong moral compass**.



Innovation & digitisation

Our ability to **adapt & innovate**, specifically by **accelerating the digitisation** of front-end services & back-office processing, enables us to **respond rapidly** to changes in consumer buying preferences & to stay at the forefront of mobility services.



Stakeholder relationships

Our **relationships** with OEMs, suppliers & other stakeholders enables us to **limit the impact of erratic product supply**.

Funding from financial institutions for our customers & Motus, allows us to **implement our growth strategies**.



Our people

Our people continue to demonstrate the **entrepreneurial flair & commitment to professional standards** that have been the hallmark of the Group's character.



Trading environment

South Africa

- Economic outlook remains challenging with low economic growth;
- Consumer confidence is fragile with reduced disposable income;
- Political & social challenges;
- High unemployment & rising poverty levels;
- Increased onerous regulatory requirements;
- Ongoing load-shedding impeding economic growth;
- Volatile currency;
- Increasing interest rates; &
- Deteriorating fiscal position.

2021 GDP: grew by 4,9%

2022 GDP: forecast growth 1,8%

United Kingdom

- Inflation increasing ahead of expectations - 9,4% in June 2022;
- Ongoing Russia-Ukraine conflict;
- Wage inflation due to labour shortages;
- Increasing personal taxes; &
- Increasing interest rates.

2021 GDP: grew by 7,5%

2022 GDP: forecast growth 3,5%

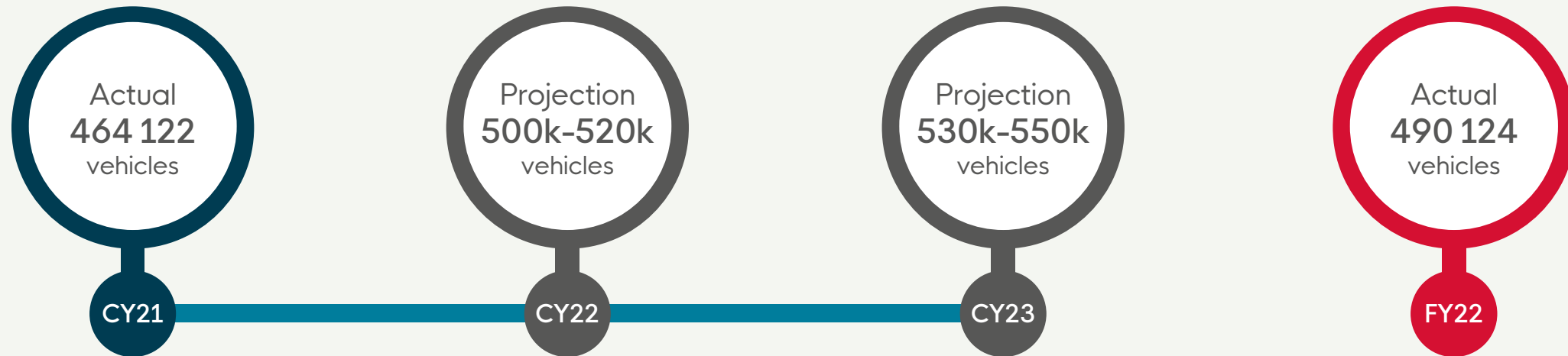
Australia

- Inflation increasing ahead of expectations;
- Ongoing lockdowns in China;
- Ongoing Russia-Ukraine conflict;
- Economy recovering at a faster pace; &
- Increasing interest rates.

2021 GDP: grew by 4,2%

2022 GDP: forecast growth 4,3%

The South African vehicle market & our share



Our passenger only vehicle market share for our Importer brands at June 2022 is **24,5%** (2021: 22,0%)

	June 2022 passenger vehicles market share
Hyundai	9,4%
Kia	6,3%
Renault	7,9%
Mitsubishi	0,9%
Total	24,5%



Market share
June 2022: **22,4%** (2021: ~20,2%)

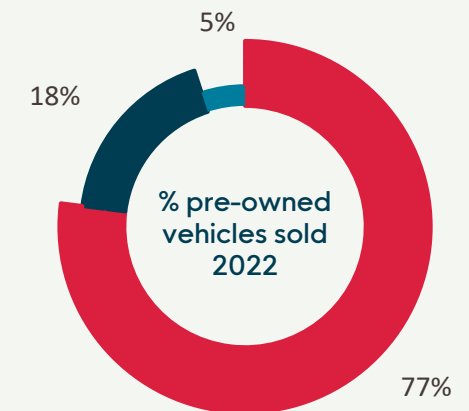
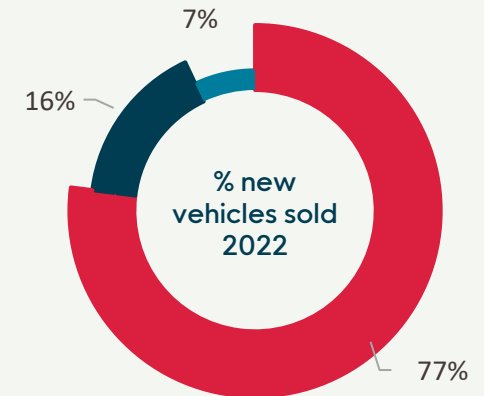
Motus sells more than one in five new vehicles in South Africa

Vehicle unit sales

Units	2022	2021	% change
New	135 564	119 933	13
- South Africa	104 638	86 304	21
- UK	21 405	24 212	(12)
- Australia	9 521	9 417	1
Pre-owned	89 753	108 700	(17)
- South Africa	68 695	81 900	(16)
- UK	16 400	21 518	(24)
- Australia	4 658	5 282	(12)
Total	225 317	228 633	(1)
- South Africa	173 333	168 204	3
- UK	37 805	45 730	(17)
- Australia	14 179	14 699	(4)

We sold 1 New vehicle to 0,7 Pre-owned vehicle

Pre-owned vehicle target market = <6 years old

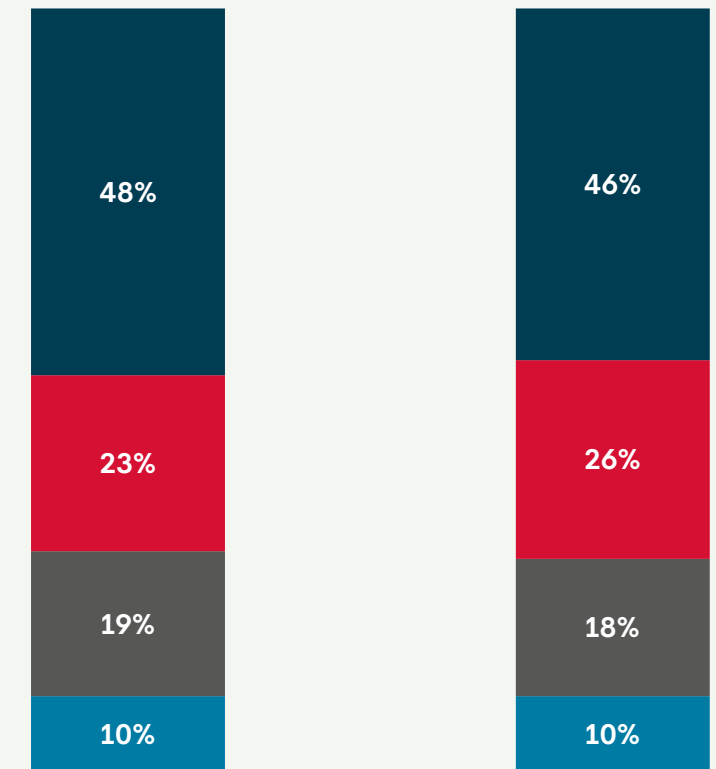


■ South Africa ■ UK ■ Australia

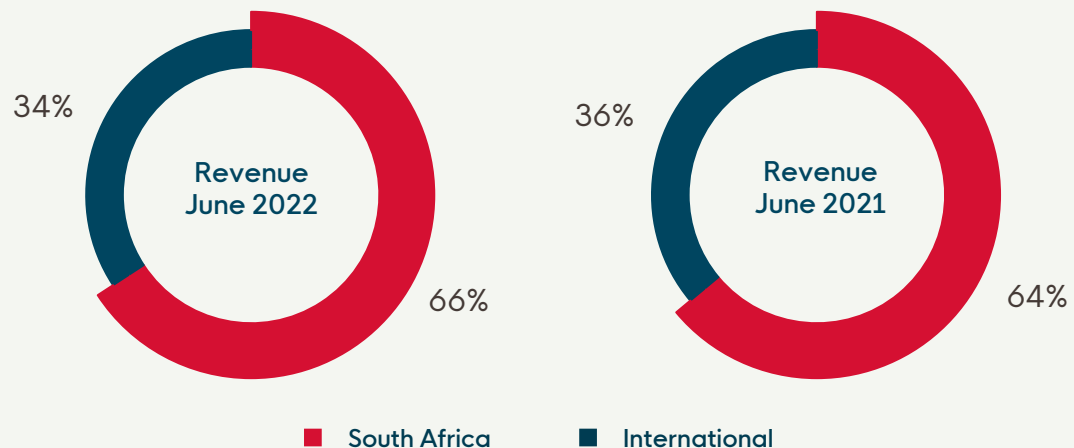
Revenue streams

Rm	2022	2021	% change
Sale of new vehicles	43 746	40 167	9
Sale of pre-owned vehicles	21 353	22 266	(4)
Sale of parts	17 240	16 002	8
Rendering of services	9 639	8 770	10
Total revenue	91 978	87 205	5

Revenue contribution per stream

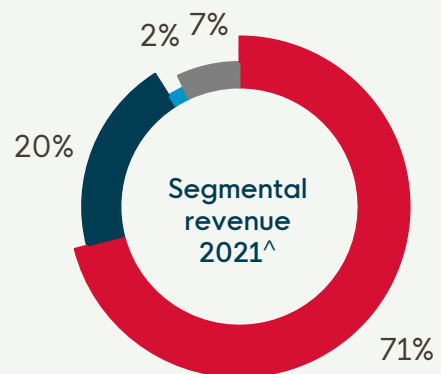
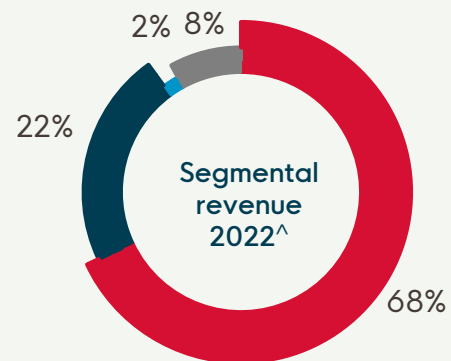


Revenue contribution per geography



Revenue contribution per segment

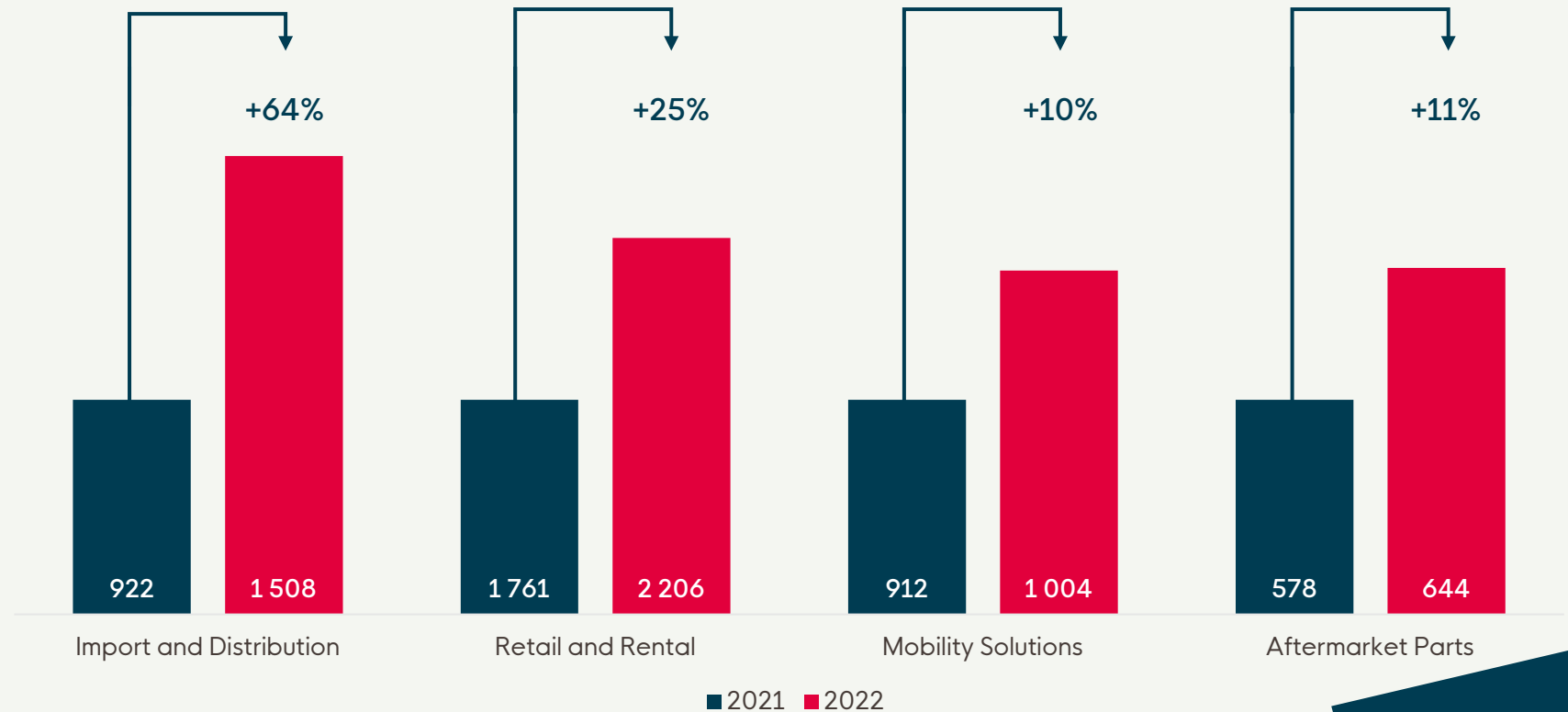
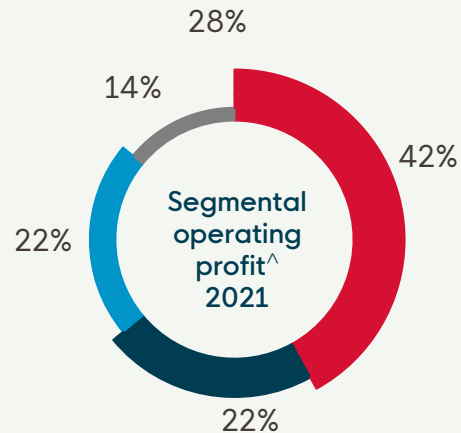
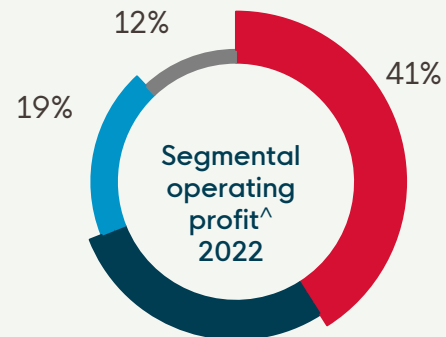
Rm	2022	2021	% change
Revenue	91 978	87 205	5



■ 2021 ■ 2022

Operating profit contribution per segment

Rm	2022	2021	% change
Operating profit before capital items and net foreign exchange gains/(losses)	5 029	3 838	31



Financial highlights

Revenue

↑5%

R91 978 million

(2021: R87 205 million)

Operating profit[#]

↑31%

R5 029 million

(2021: R3 838 million[^])

Profit before tax

↑56%

R4 473 million

(2021: R2 860 million)

Attributable profit

↑57%

R3 290 million

(2021: R2 098 million)

Earnings
per share

↑65%

1 902 cents per share

(2021: 1 153 cents per share)

Headline Earnings
per share

↑72%

2 025 cents per share

(2021: 1 179 cents per share)

Total dividend per share

710 cents per share

↑71%

Interim dividend 275 cents per share
(2021: 415 cents per share)

Financial highlights (cont.)

Free cash flow
generated from operations

R4 835 million

(2021: R5 904 million)

Net debt
to EBITDA
(debt covenant)

0,8 times

(2021: 0,8 times)

(Required: to be less than 3 times)

EBITDA
to net interest
(debt covenant)

17,9 times

(2021: 10,9 times)

(Required: to be more than 3 times)

Net asset
value per share



8 143 cents per share

(2021: 6 586 cents per share)

Return on
invested capital[#]

17,8%

(2021: 14,8%)

Weighted average
cost of capital[#]

10,9%

(2021: 9,5%)

Financial overview

Extracts from Statement of Profit or Loss for the year ended 30 June 2022

	2022	2021	% change
Revenue (Rm)	91 978	87 205	5
Operating profit before capital items and net foreign exchange gains/(losses) (Rm)	5 029	3 838	31
Operating margin (%)	5,5	4,4	

Comments

- **Revenue improved** by 5% with improved performance across all segments.
- **Operating profit** increased by 31% as a result of:
 - the recovery of the automotive and car rental sectors which positively impacted gross income;
 - increased margins achieved due to inventory shortages;
 - increased volumes supported by improvement in after-sales;
 - acquisitions in the Aftermarket Parts and Retail SA operations;
 - return to profitability of our Bank JVs in the Mobility Solutions segment &
 - offset by supply disruptions & increases in freight & logistics costs.

Financial overview (cont.)

Extracts from Statement of Profit or Loss for the year ended 30 June 2022 (cont.)

Rm	2022	2021	% change
Operating profit before capital items and net foreign exchange gains/(losses)	5 029	3 838	31
Impairment of property, plant & equipment, net of profit/(losses) on sale	(91)	(7)	>100
Other costs	(104)	(45)	>100
Net foreign currency exchange gains/(losses)	135	(383)	>100
Net finance costs	(496)	(543)	(9)
Profit before tax	4 473	2 860	56

Comments

- **Other costs** include goodwill & associate impairments, profit on sale of associates & sale of businesses.
- **Foreign currency exchange gains/(losses)** comprise translation differences arising from foreign denominated balances, changes in fair value of derivative instruments & ineffectiveness from hedging relationships.
- **Net finance costs** decreased by 9% mainly as a result of lower average working capital & improved profitability which resulted in lower debt requirements.

Financial overview (cont.)

Extracts from Statement of Profit or Loss for the year ended 30 June 2022 (cont.)

	2022	2021	% change
Profit before tax (Rm)	4 473	2 860	56
Income tax expense (Rm)	(1 135)	(718)	58
Profit for the year (Rm)	3 338	2 142	56
Effective tax rate (%)	25,6	25,5	

Comments

- **Effective tax rate** is 25,6%, with the current tax rate lower than 28% mainly due to:
 - deferred tax assets being recognised or utilised;
 - additional dividend income; &
 - offset by the change in the SA tax rate on deferred tax balances.

Within expectation of between 25% and 27%.

Financial overview (cont.)

Earnings & dividends

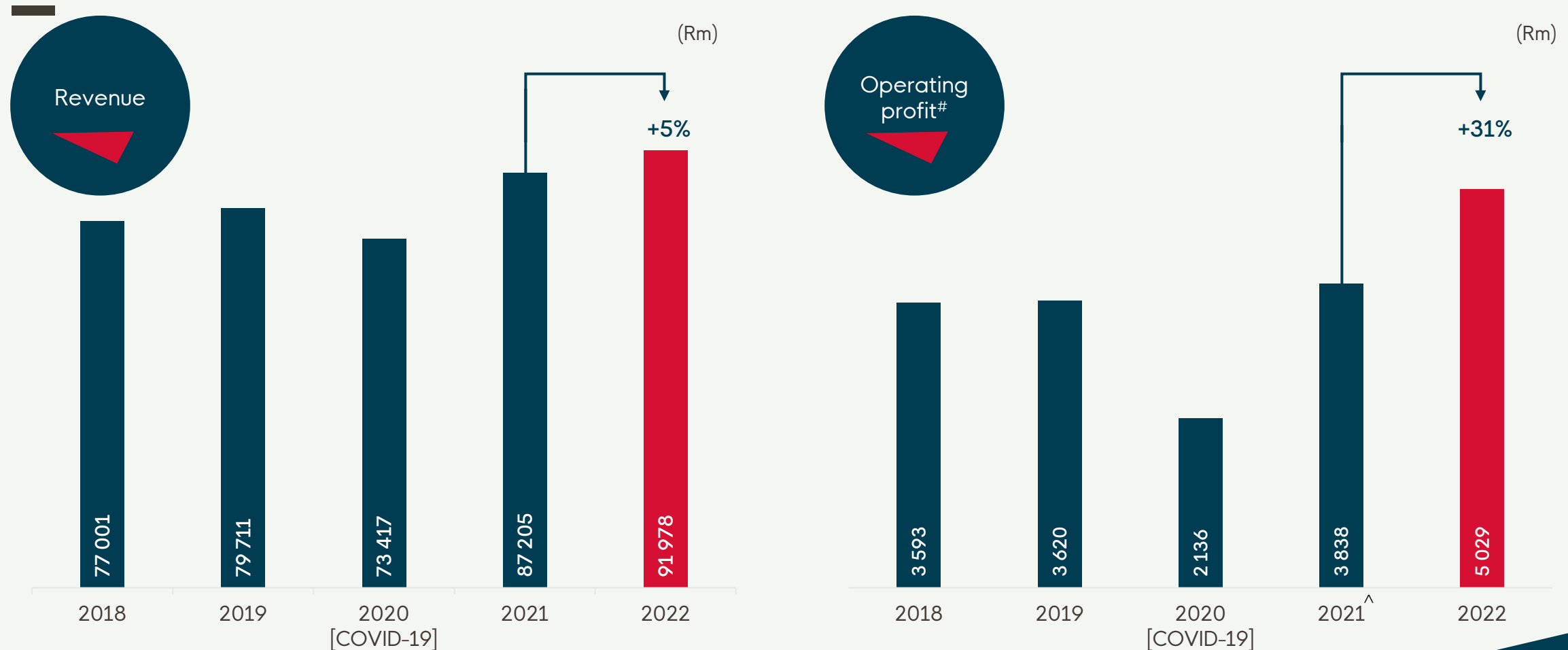
	2022	2021	% change
Earnings (Rm)	3 290	2 098	57
Headline earnings (Rm)	3 504	2 145	63
Weighted average number of shares (million)	173	182	(5)
Basic earnings per share (cents)	1 902	1 153	65
Headline earnings per share (cents)	2 025	1 179	72

Comments

- **Earnings per share** increased by 65% due to:
 - improved attributable profit; &
 - reduced weighted average number of shares.
- **Repurchased** 12,9 million shares at an average price of R104,41 per share (1,3 million shares were acquired as treasury shares for the incentive scheme).
- **Weighted average number of shares** FY2023 will be 165 million (excluding impact of further share repurchases).
- **Total dividend** declared of 710 cents per share (2021: 415 cents per share) at ~35% of headline earnings per share.

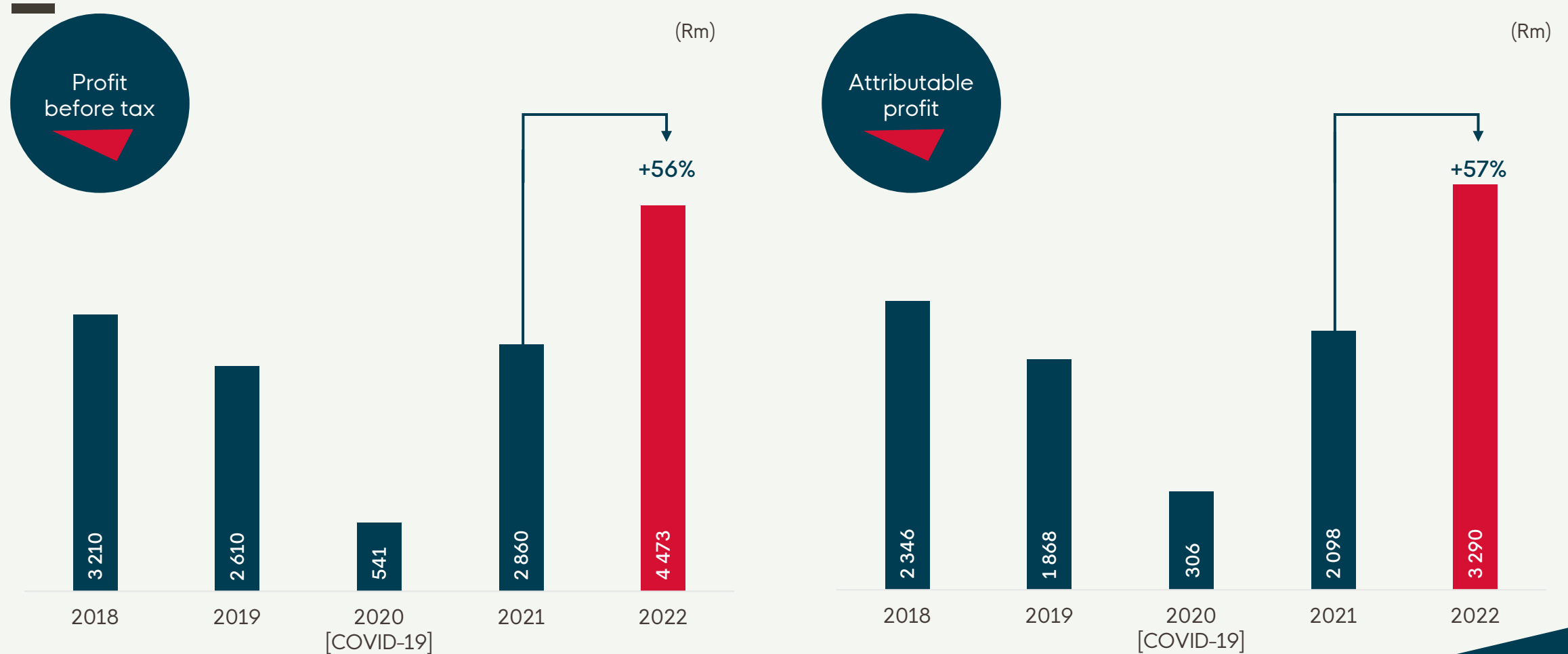
Financial overview (cont.)

Key Profit or Loss highlights



Financial overview (cont.)

Key Profit or Loss highlights



Financial overview (cont.)

Business segment overview - Import and Distribution

	HY1 2022 unaudited	HY2 2022 pro forma	2022 audited	2021 audited	% change 2021 audited
Revenue (Rm)	11 368	12 515	23 883	19 683	21
Operating profit (Rm)^	614	894	1 508	922	64
Operating margin (%)^	5,4	7,1	6,3	4,7	

Comments

- **Revenue** increased by 21% due to:
 - increased sales to dealers & outright sales to car rental companies;
 - vehicle selling price increases; &
 - new model releases.
- **Operating profit** increased by 64% due to:
 - higher volumes of vehicles sold (particularly through the dealer channel);
 - increased margins achieved; &
 - well implemented forward cover strategy.



Financial overview (cont.)

Business segment overview - Import and Distribution (cont.)

Passenger vehicle market share

Passenger vehicle market share grew to 24,5%
(supported by the car rental industry showing signs of recovery)

Forward cover

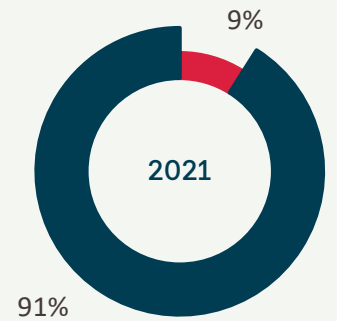
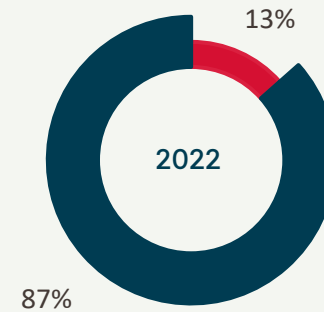
Our importers have forward cover to February 2023
for the Euro & the US Dollar at average rates of:

- R17,60 : Euro &
- R15,45 : US Dollar.

Channel sales split

■ Sales - dealer channel

■ Sales - car rental channel
(on buy-back & risk)



Financial overview (cont.)

Business segment overview – Retail and Rental

	HY1 2022 unaudited	HY2 2022 pro forma	2022 audited	2021 audited	% change 2021 audited
Revenue (Rm)	36 269	37 940	74 209	70 962	5
Operating profit (Rm)^	892	1 314	2 206	1 761	25
Operating margin (%)^	2,5	3,5	3,0	2,5	

Comments

- **Revenue** increased by 5% due to:
 - improved performance from Retail SA, Import dealers & the Car Rental business;
 - offset by decreased revenue from pre-owned vehicles; and
 - offset by decreased revenue from the international operations.
- **Operating profit** increased by 25% due to improved contributions from all businesses – refer following slides.



Financial overview (cont.)

Business segment overview – Retail and Rental (cont)



South Africa Retail revenue increased by 9% & operating profit by 3% mainly as a result of:

- improved vehicle margins on new & pre-owned vehicles;
- increased new vehicle volumes;
- new model releases; &
- offset by a reduced contribution from lower pre-owned vehicle sales.

Car rental revenue increased by 67% & operating profit by more than 100% mainly as a result of increased activity in local and international leisure, corporate and government travel.

Vehicle utilisation levels have increased to 73%.

Financial overview (cont.)

Business segment overview – Retail and Rental (cont)



United Kingdom Retail revenue decreased by 5% & operating profit increased by 19%.

The UK operation sold 21 405 new units (2021: 24 212 new units) & 16 400 pre-owned units (2021: 21 518 pre-owned units).

Australia Retail revenue decreased by 1% & operating profit remained in line with prior year.

The Australian operation sold 9 521 new units (2021: 9 417 new units) & 4 658 pre-owned units (2021: 5 282 pre-owned units).

Both jurisdictions experienced:

- reduced overall volumes as a result of inventory shortages experienced by OEMs; &
- improved margins achieved on new & pre-owned vehicle sales.



Financial overview (cont.)

Business segment overview – Mobility Solutions

	HY1 2022 unaudited	HY2 2022 pro forma	2022 audited	2021 audited	% change 2021 audited
Revenue (Rm)	1 028	1 079	2 107	2 019	4
Operating profit ¹ (Rm) [^]	502	502	1 004	912	10

Comments

- **Revenue** increased by 4% & **operating profit** increased by 10% with all aspects of the business performing well. Improved performance was mainly due to:
 - higher network sales volumes;
 - the increase in fleet vehicles to car rental companies;
 - bank JV alliances have returned to profitability; &
 - higher interest income.
- The Group's increased market share in SA has also benefitted Mobility Solutions with an increase in new business written.

¹Operating profit includes profit streams without associated revenue.

[^]2021 has been adjusted for the re-presentation to include share of results from associates and joint ventures.



Financial overview (cont.)

Business segment overview - Aftermarket Parts

	HY1 2022 unaudited	HY2 2022 pro forma	2022 audited	2021 audited	% change 2021 audited
Revenue (Rm)	3 970	4 193	8 163	7 295	12
Operating profit (Rm)^	301	343	644	578	11
Operating margin (%)^	7,6	8,2	7,9	7,9	

Comments

- **Revenue** increased by 12% & **operating profit** increased by 11%.
- SA revenue increased despite buying down by customers & above inflationary increases in freight & logistics costs, which negatively impacted margins.
- The Asian business performed well due to increased foreign activity & improved efficiencies.
- The FAI business in the UK was included for 9 months & exceeded expectations from a revenue & operating profit perspective. The strong trading performance was supported by supply chain optimisation, improved efficiency & volume buying.
- The benefits of the vertically integrated model partially protected us from supply chain disruptions.

^ 2021 has been adjusted for the re-presentation to include share of results from associates and joint ventures.



Financial overview (cont.)

Statement of Financial Position as at 30 June 2022

Rm Assets	2022	2021	% change
Goodwill and intangible assets	1 959	1 546	27
Investments in associates and joint ventures	269	289	(7)
Property, plant and equipment	7 331	7 024	4
Right-of-use assets	2 046	2 132	(4)
Investments and other financial assets	320	414	(23)
Vehicles for hire	3 677	2 426	52
Net working capital	7 166	5 165	39
Tax assets	1 392	1 474	(6)
Assets classified as held-for-sale	657	649	1

Comments

- **Goodwill & intangibles** increased mainly due to acquisitions (refer acquisitions slide) & currency adjustments, offset by impairments.
- **Property plant & equipment** increased due to additions, acquisitions & currency adjustments, offset by depreciation, impairments & disposals.
- **Vehicles for hire** increased mainly due to increased demand in car rental companies.
- **Net working capital** increased by 39%: refer to next slide.

Financial overview (cont.)

Net working capital as at 30 June 2022

Rm	2022	2021	% change
Inventories	18 966	16 528	15
Trade and other receivables	4 646	4 136	12
Provisions and derivatives	(430)	(1 492)	(71)
Trade and other payables	(16 016)	(14 007)	14
Total	7 166	5 165	39

Comments

Net working capital increased due to:

- Inventory increased as a result of improved supply of certain vehicle models & derivatives, & inflationary increases. The 2021 position was low due to inventory supply constraints;
- Trade receivables increased mainly due to improved sales activity across the segments & acquisitions;
- The net current derivative moved from a liability at June 2021 to an asset at June 2022 due to the weakening of the ZAR against major currencies;
- Floorplan payables increased due to increased inventory being placed on floorplans; &
- Creditors increased mainly due to increased trading activity.

Financial overview (cont.)

Statement of Financial Position as at 30 June 2022 (cont.)

Rm Liabilities	2022	2021	% change
Contract liabilities (service and maintenance plans)	(3 021)	(2 828)	7
Lease liabilities	(2 347)	(2 449)	(4)
Core interest-bearing debt	(4 169)	(2 528)	65
Floorplans from financial institutions	(867)	(873)	(1)
Other liabilities	(368)	(275)	34

Comments

- **Contract liabilities** relate to the funds created for the service & maintenance plans. The funds increased due to higher importer volumes sold. These funds are released to revenue over a two-to-five-year period.
- **Core debt** increased due to:
 - higher working capital & vehicles for hire levels;
 - dividends paid in September 2021 & March 2022;
 - share repurchases, business acquisitions, capital expenditure & tax payments; &
 - offset by profits generated.

Financial overview (cont.)

Statement of Cash flows for the year ended 30 June 2022

Rm	2022	2021
Cash generated from operations before movements in net working capital	6 909	5 335
Movements in net working capital	(620)	1 778
Cash generated by operations before interest and tax paid	6 289	7 113
Finance costs paid	(574)	(716)
Finance income received	13	59
Dividend income received	297	142
Taxation paid	(1 190)	(694)
Free cash flow generated from operations	4 835	5 904

Comments

- Cash generated by strong operating profits, further supported by decreased finance costs and increased income from profit sharing arrangements. This was offset by increased taxation paid as a result of increased profitability & increased investment in working capital.
- Net working capital outflow of R620 million is after adjusting for non-cash movements.

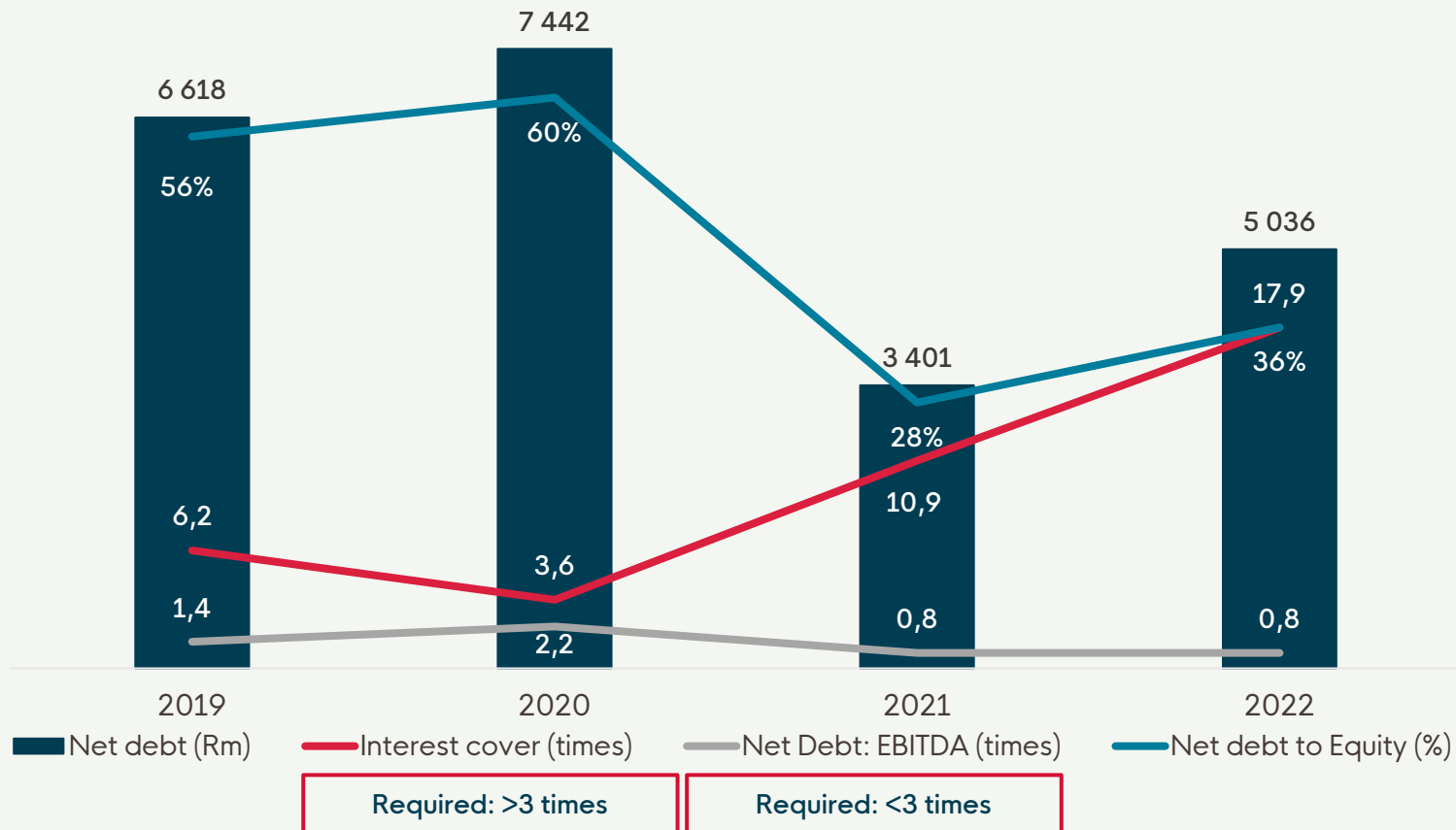
Financial overview (cont.)

Cashflow | Generation and utilisation

	(Rm)	
Debt as at 30 June 2021	(5 850)	
Cash generated from trading activity	6 909	Improved trading performances
Movements in net working capital	(620)	Improved trading across the businesses
Net finance costs paid	(561)	Impacted by movement in debt levels
Dividend income received	297	Cell captive & JV performances
Taxation paid	(1 190)	Improved trading across the businesses
Net capital expenditure - Vehicles for hire	(2 102)	Up-fleeting of car rental vehicles
Net capital expenditure - Property, plant and equipment	(764)	Dealership capital expenditure
Net acquisition of businesses	(633)	Acquisitions: FAI UK, dealerships & minor acquisitions
Repurchase of own shares	(1 351)	Shares repurchased & cancelled (R1 217m) & share repurchased to settle schemes (R134m)
Dividends paid	(964)	FY2021 final dividend & FY2022 interim dividend, including dividends from NCI
Other cash movements	(121)	Includes minority acquisitions, movements in associates & other
Non-cash movements in debt	(433)	Includes new leases entered into or terminated, business acquisitions & currency adjustments
Debt as at 30 June 2022	(7 383)	

Financial overview (cont.)

Gearing, facilities and debt covenants



Remain well within bank covenants levels

Net debt to equity is 36% (2021: 28%)

R11,7bn
unutilised
funding
facilities

(including floorplans)

R8,0bn
unutilised
funding
facilities

(excluding floorplans)

64%
of funding is
long-term






(including floorplans)

21%
of funding
is fixed

(including floorplans)

Strategic acquisitions

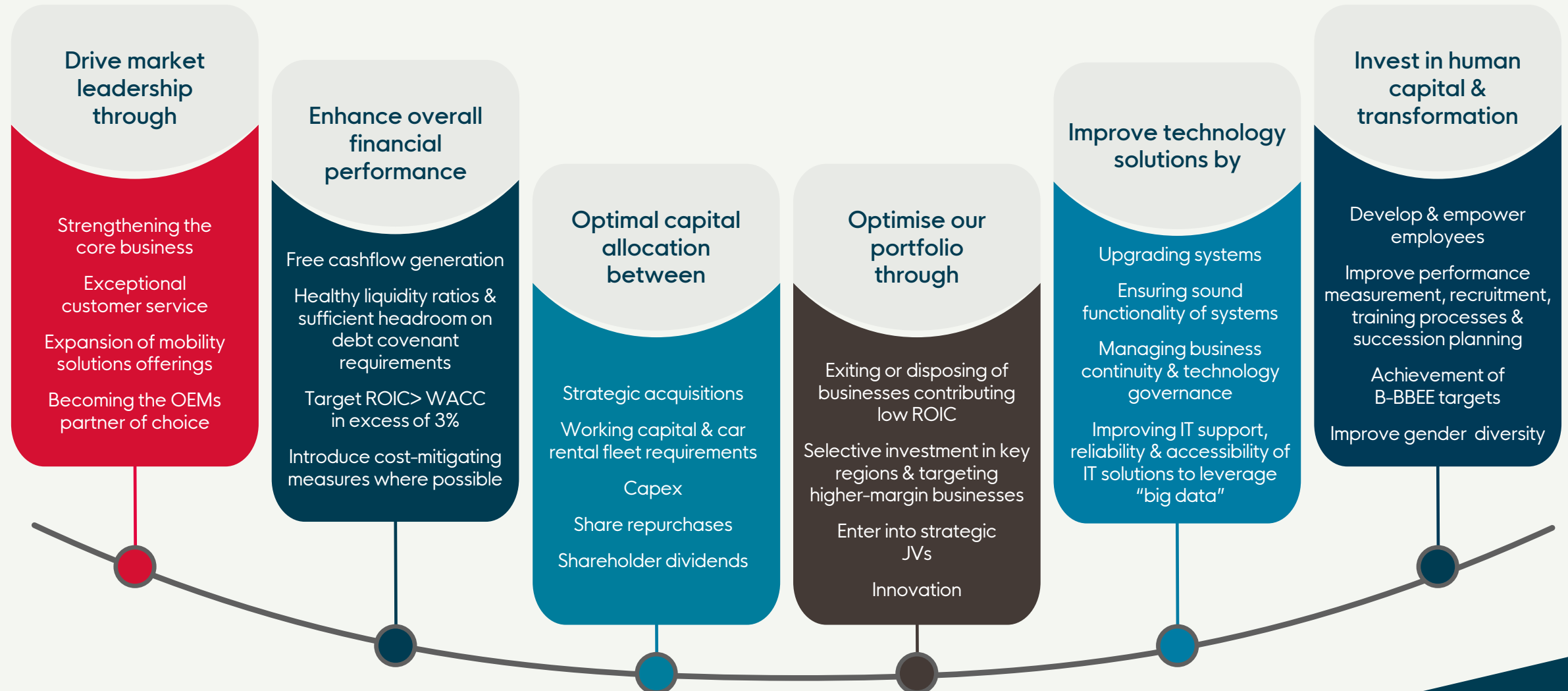
The group acquired the following businesses since 1 July 2021 for a total net of cash purchase consideration of R758 million:

Acquisition	Jurisdiction		Effective ownership	Transaction
FAI	UK		100%	Acquired 100% shareholding
4 passenger dealerships	South Africa		100%	Hyundai Midrand, Hyundai Rustenburg, Honda Sandton & Renault Vaal
SWT	Australia		100%	Additional 10% acquired
getWorth ¹	South Africa		60%	Additional 11% acquired
Technology company	South Africa		25%	Acquired 25% shareholding

Pending possible acquisitions

- We have successfully bid for the Mercedes Sandown Group (Jhb) & now await approval from the Competition Commission.
- As advised in the cautionary announcements, negotiations are still in progress regarding the potential acquisition of 100% of the shares in an Aftermarket Parts business.

Tools for achieving strategy



Overview of strategy

South Africa

- Bolt-on acquisitions which can supplement regions & brands where there is an existing Motus presence & infrastructure
- Grow Mobility Solutions via increased products & services offering
- Further expansion of Aftermarket Parts retail footprint
- Distribution rationalisation & optimisation driving efficiency
- Investment in technology & innovation

Market: 12 million ICE & infant EV car parc

United Kingdom

- Further expansion of Aftermarket Parts into wholesale & retail channels
- UK eCommerce market
- Bolt-on acquisitions which can supplement regions & brands where there is an existing Motus dealership presence & infrastructure
- Mobility Solutions products & services offering
- Investment in technology & innovation

Market: 35 million ICE & growing EV car parc

Far East & Eastern Europe

- Further expansion into "Aggregator" Aftermarket Parts market
- Supply chain optimisation and consolidation driving efficiency in Aftermarket Parts business

Australia

- Bolt-on acquisitions which can supplement regions & brands where there is an existing Motus presence & infrastructure
- Mobility Solutions products & services offering
- Aftermarket Parts offering
- Investment in technology & innovation

Market: 20 million ICE & infant EV car parc

Enabling the business through technology & innovation

Through:

- investment in networks & applications
- increased digitisation
- leveraging business insights & data

Motus will strengthen its positioning in the automotive market

Outcomes we are striving to achieve:



Operational excellence



Omni-channel customer engagement



Differentiated vehicle lifecycle offering



Customer journey facilitation



Workforce enablement

ESG milestones

Transformation journey

Management level Black representation	2017	2022
Top	17%	50%
Senior	24%	53%
Middle	36%	50%
Junior	56%	71%

Improved black
Group representation to 75%
(2021: 73%)

Improved black
DP representation to 46%
(2021: 42%)

Sustainability-linked facility

- Secured a syndicated R6 billion sustainability-linked facility & R800 million sustainability-linked working capital facility
- Measures:
 - fuel used by Group vehicles,
 - water & electricity consumption,
 - gender equality to drive diversity & inclusion.

Ukhamba B-BBEE partner

Ukhamba has paid R407 million worth of dividends to black shareholders since its inception in 2013 (majority of which are still employees of Motus and Imperial)

ESG milestones (cont.)

Streamlined the SES committee agenda to ensure appropriate focus on ESG issues & appointed an independent director to chair RemCo

Creation of employment

- Yes Programme 400 youth p.a (50% employed)
- Apprentice training ~1,600 apprentices

Education[#]

- 63 resource centres
- Over 74 000 learners
- 75 librarians employed

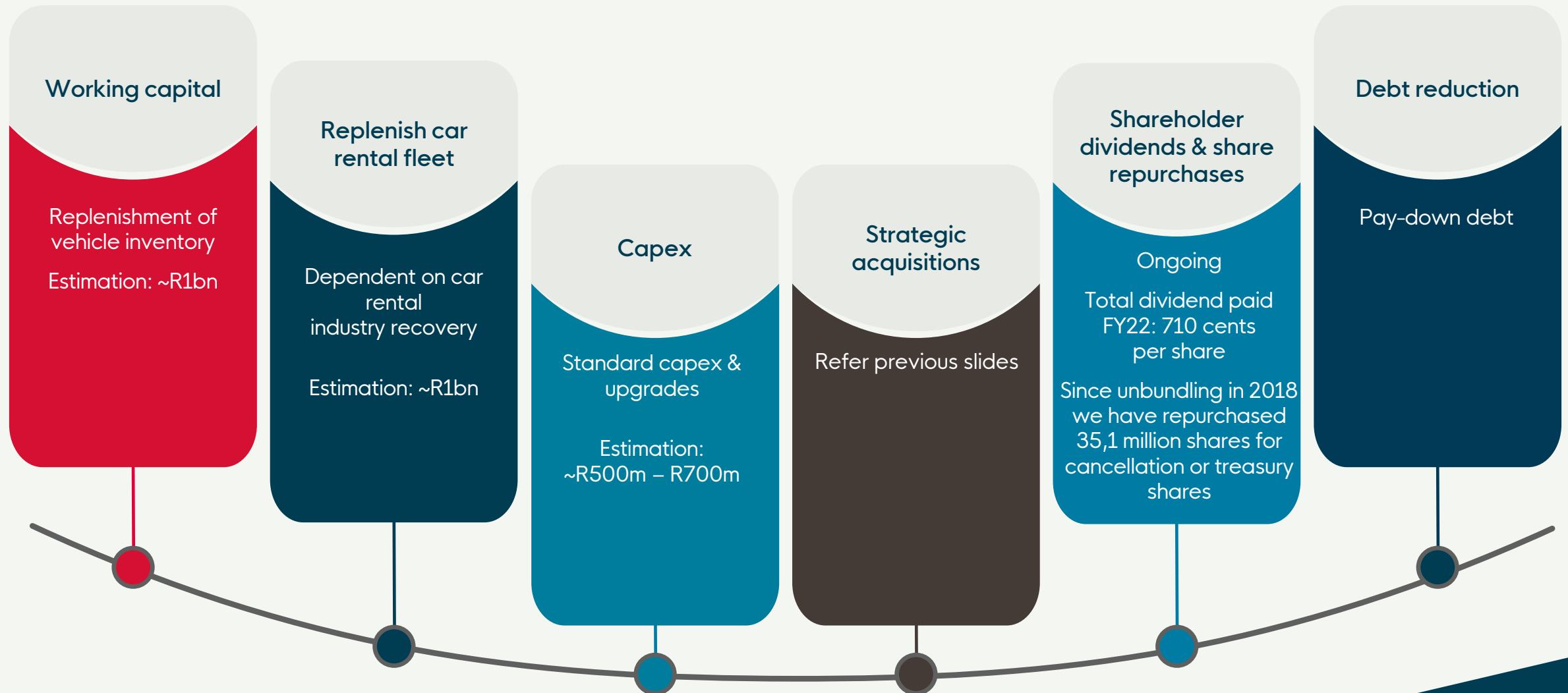
Safe scholar programme[#]

- 2 300 schools
- 1,96 million learners
- 102 000 reflective sashes

Unjani clinic network[#]

- 124 health facilities
- 420 staff
- 890 000 annual consults

Utilisation of available cash



Prospects

Outlook:

Consumer and business sentiment will remain under pressure

Vehicle supply improving, albeit slowly.
Erratic inventory supply expected to continue to mid-CY2023

Currency fluctuations ongoing

Increased onerous regulatory requirements

Rising inflation & logistics costs

The strength of the Group lies in our **agile team, integrated business model, diversification & scale**.

For the 12-month period ending 30 June 2023, we expect to:

- **Deliver positive earnings growth**
- **Solid financial position**
- **Strong cash generation from operations**

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

Thank you!

Motus 

Appendices

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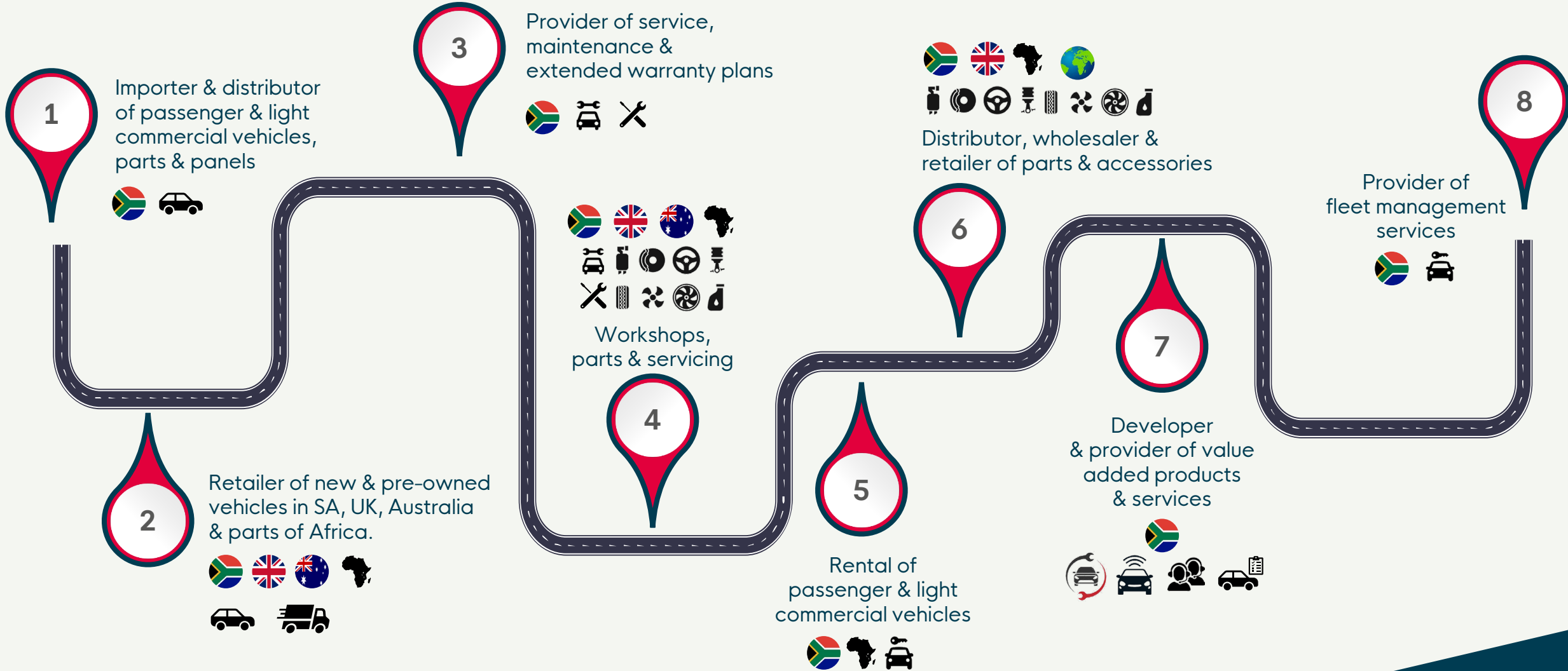
Motus 

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, Mobility Solutions 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 Mobility Solutions business
- 5. Income streams not directly dependent on new vehicle sales:** Parts & services in the dealerships, the Aftermarket Parts business selling parts & accessories & the Mobility Solutions 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, led by an **independent & diversified Board**

Diversified automotive business



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
- ~24,5% passenger only market share in South Africa
- Car parc > 750 000 vehicles

22% of Group revenue
28% of Group operating profit

Retail and Rental

- **South Africa**
 - Represent 23 OEMs
 - ~345 dealerships
 - ~22,4% retail market share
 - Car rental (Europcar & Tempest): 113 branches in Southern Africa
 - ~29% rental market share
- **United Kingdom**
 - Represent 19 OEMs
 - 81 commercial dealerships
 - 33 passenger dealerships
- **Australia**
 - Represent 20 OEMs
 - 36 passenger dealerships

68% of Group revenue
41% of Group operating profit

Mobility Solutions

- Developer, manager & administrator of vehicle-related financial products and services to >740 000 vehicles including third party products under administration
- Provider of fleet management services
- Provider of business process outsourcing through sophisticated technology & call centre capabilities
- Leading the Group's innovation centre

2% of Group revenue
19% of Group operating profit

Aftermarket Parts

- Distributor, wholesaler & retailer of accessories & parts for out-of-warranty vehicles
- Operates in Southern Africa, South East Asia & the UK
- 518 franchised outlets (62 owned) supported by 43 wholesale distribution points (40 owned)
- 5 canopy fitment centres (owned)
- Supported by distribution centres in South Africa, Taiwan, China and the UK.
- Franchise base comprises:
 - Resellers (namely Midas & Alert Engine Parts)
 - Specialised workshops

8% of Group revenue
12% of Group operating profit

Key business metrics

- New vehicle sales
- Pre-owned vehicle sales
- Parts & panel sales
- Market share
- Car parc
- Foreign currency cover & volatility
- Model launches
- Online presence

Import and
Distribution

Retail

- New vehicle sales
- Pre-owned vehicle sales
- Parts & panel sales
- Market share
- Car parc
- Model launches
- Workshop activity hours
- Scale: number of brands & dealerships
- Online presence

Rental

- Fleet size
- Utilisation levels
- Tourism activity
- Market share

Retail and
Rental

Service & maintenance plans

- Number of customer contracts
- Funds under control
- Total months remaining
- Extensions
- Bank approval rates
- Number of VAPS
- Financial service provider performance
- Innovation

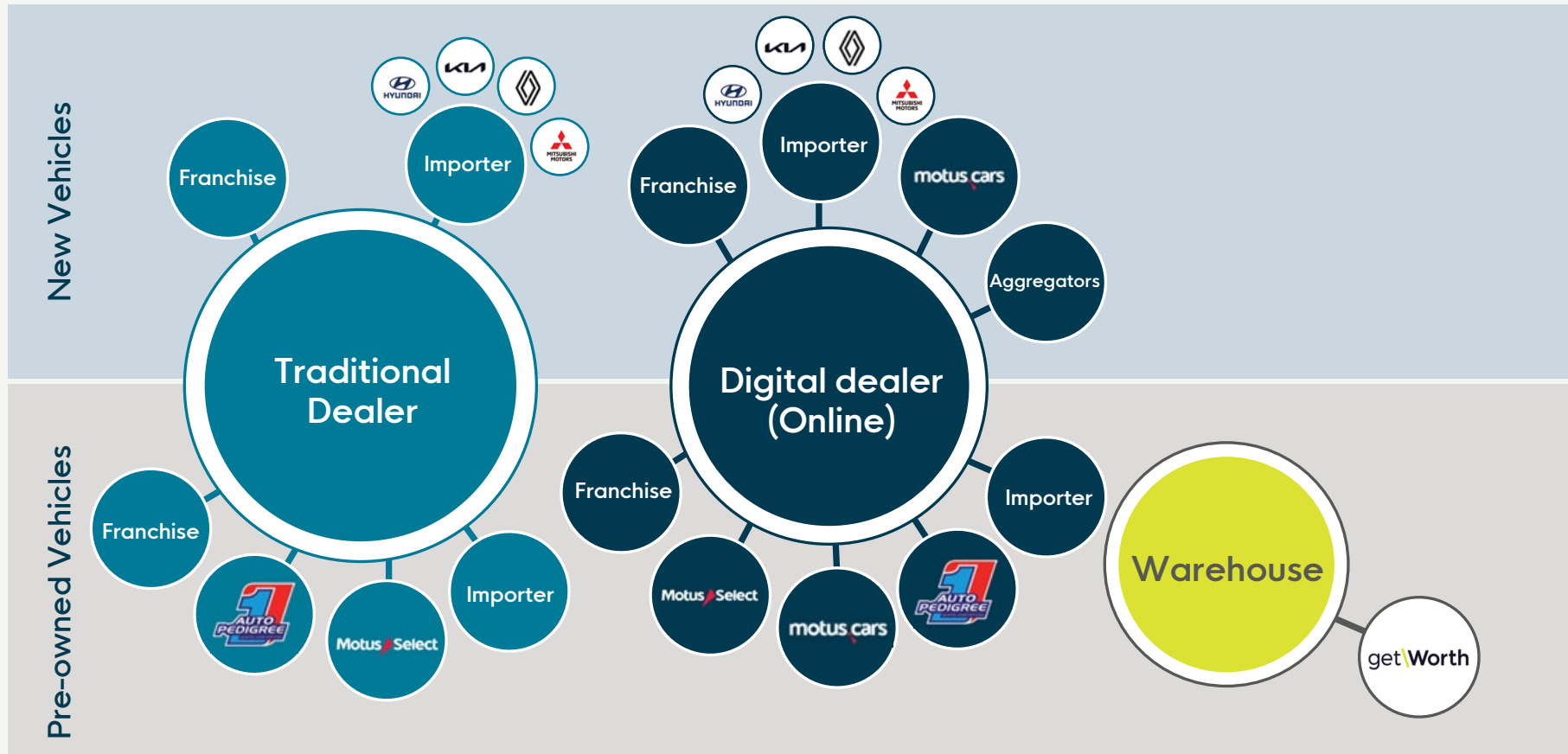
Mobility
Solutions

- Number of product derivatives
- Market share
- Car parc
- Extension of replacement cycle
- Supply chain optimisation

Aftermarket
Parts

Channel positioning | Vehicles

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.



Our vision & strategic objectives

Our vision

Grow and expand our participation in all aspects of the vehicle value chain with competitive products and services that maximise our share of the customer's vehicle investment and engender loyalty.

Improve people's lives by envisioning, innovating & creating new access to leading-edge mobility solutions – both products and services.

We rely on strong relationships with suppliers & principals to offer solutions at competitive prices in the geographical areas where we operate.

Ensure sustainable value creation for all stakeholders, including OEMs & business partners.

Our strategic objectives

Ensure market leadership



Enhance financial performance



Drive innovation



Improve technology solutions



Invest in human capital & ESG initiatives



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.

ESG strategy

Environmental

Manage our activities that impact the environment & actively strive to uphold our commitments to all stakeholders.

- Deliver on our environmental strategy: renewable (solar) energy & rainwater harvesting.
- Meet our environmental targets for water, fuel & electricity.
- Set a baseline for waste management & recycling.
- Drive key projects to reduce our environmental footprint & improve our measurement & reporting of environmental performance.

Social

Remain committed to socio-economic growth, employment creation, the upliftment of our communities & our stakeholder commitments.

- Deliver on our B-BBEE strategy, particularly meeting our employment equity & procurement targets.
- Maintain our Level 4 B-BBEE scorecard rating supported by a detailed B-BBEE plan.
- Implement procedures & processes to ensure transparency, & ethical & fair treatment within the supply chain.

Governance

Continue to deepen the maturity of our governance practices & processes.

- Maintain our reputation as an organisation that effectively manages existing controls & implements new controls when required.
- Ensure compliance in an increasingly complex regulatory environment.
- Monitor new legislative developments to stay abreast of regulatory changes.
- Deliver training to enhance governance implementation.

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To provide a more meaningful assessment of the Group's performance for the year, pro forma information has been included under the segmental performance section in the preliminary summarised audited consolidated results for the year ended 30 June 2022.

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