



Motus 

Investor Day

14 June 2023

Agenda

- 1** Introduction
Osman Arbee, CEO
8:30 – 8:45
- 2** Automotive landscape
Ockert Janse van Rensburg, CFO
8:45 – 9:45
- 3** Break
9:45 – 10:00
- 4** Aftermarket Parts
Malcolm Perrie, Aftermarket Parts CEO &
Darren Wykes, MPD CEO
10:00 – 11:30
- 5** Q&A
11:30 – 12:00
- 6** Closing
Osman Arbee, CEO
12:00 – 12:15

Introduction

- Purpose of the session
- Speakers:
 - Ockert Janse van Rensburg, CFO to cover the value chain across the business excluding Aftermarket Parts
 - Malcolm Perrie, Aftermarket Parts CEO to cover the value chain for Aftermarket Parts
 - Darren Wykes, Motor Parts Direct Holdings Limited (MPD) CEO to cover the MPD acquisition
- Exco members in attendance
- Changes to management responsibilities
- Sensitivity around disclosing details around financial performance to 30 June 2023



Challenges creating a fragile consumer

South Africa



- high inflation
- increasing interest rates
- weakening ZAR currency
- rising unemployment levels
- rising fuel costs
- insufficient infrastructural investment
- weak political leadership
- intensified load-shedding,
impact on business:
 - non-manufacturing
 - alternative energy sources (solar, generators & invertors)
 - indirect impact on efficiencies & on our customer base

United Kingdom



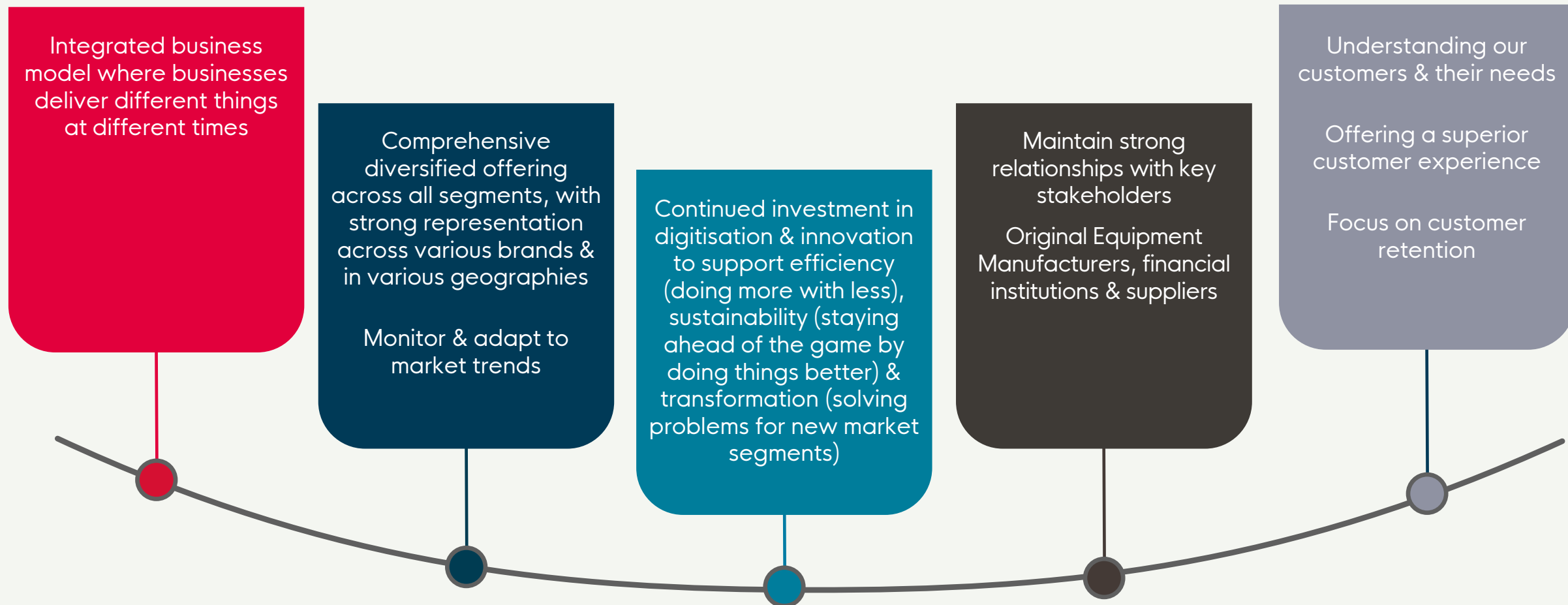
- high inflation which has started to moderate
- higher interest rates with another increase expected
- high energy prices which are moderating
- rising food costs
- higher personal tax rates

Australia



- high inflation which has started to moderate
- increasing interest rates
- high energy prices which are moderating

What reduces our vulnerability in a volatile economy?



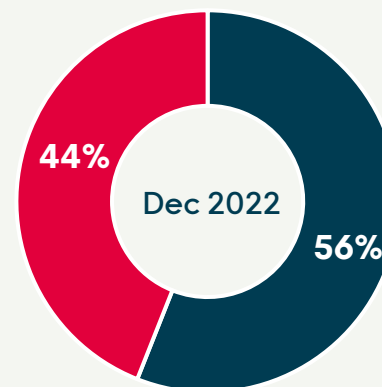
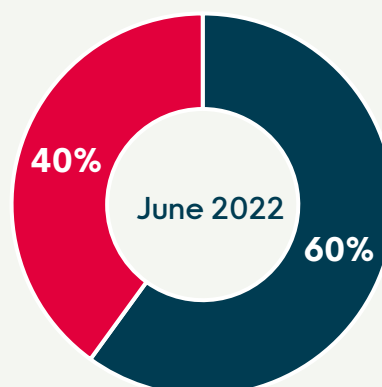
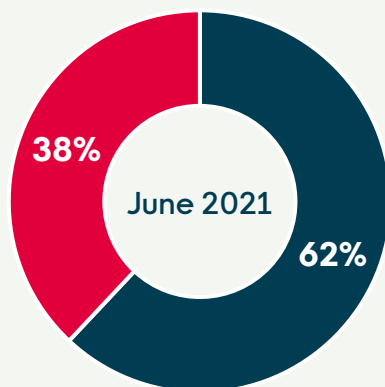
It's important to be proactive, adaptable & focused on building long-term sustainability rather than short-term gains!

Sustainability of the business

To further enhance the sustainability of the Group, we are pursuing three key strategies:

1. Increased diversification to place less reliance on revenue & profits generated directly from vehicle sales.
2. Increased contributions from international operations.
3. Continued strong free cashflow generation.

Diversification

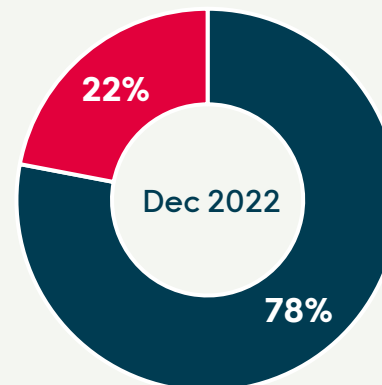
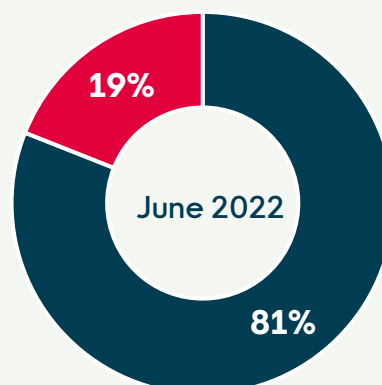
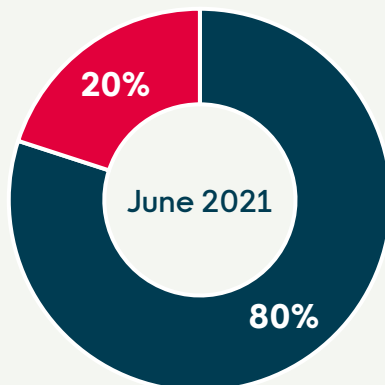


Target = 50%/50%
EBITDA split

■ Generated from vehicle sales

■ Generated from non-vehicle sales

Internationalisation



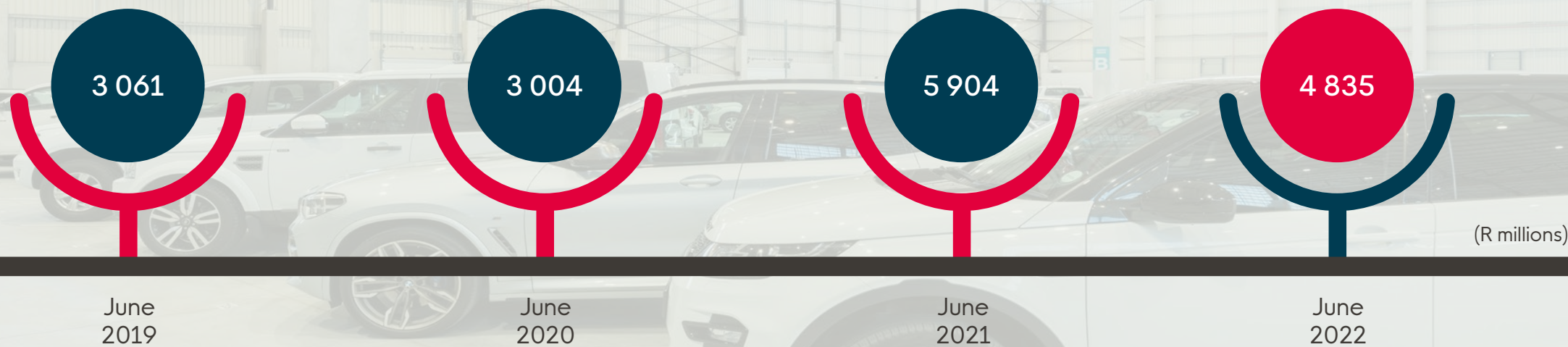
Target = 70%/30%
Operating profit split

■ South Africa

■ International

Free cashflow generation

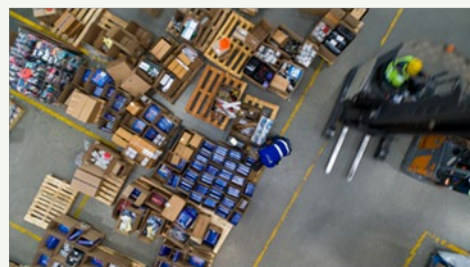
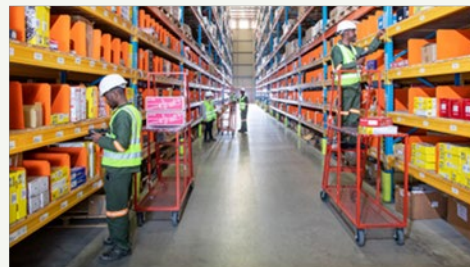
Cash generated from operations increased by 58% from June 2019



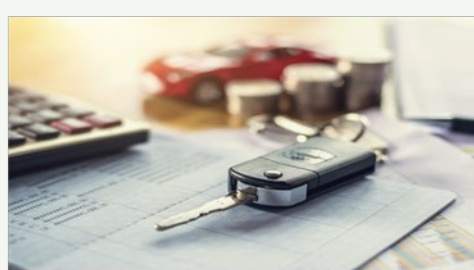
Overview of presentation

Ockert Janse van Rensburg will cover the value chain across the three business segments:

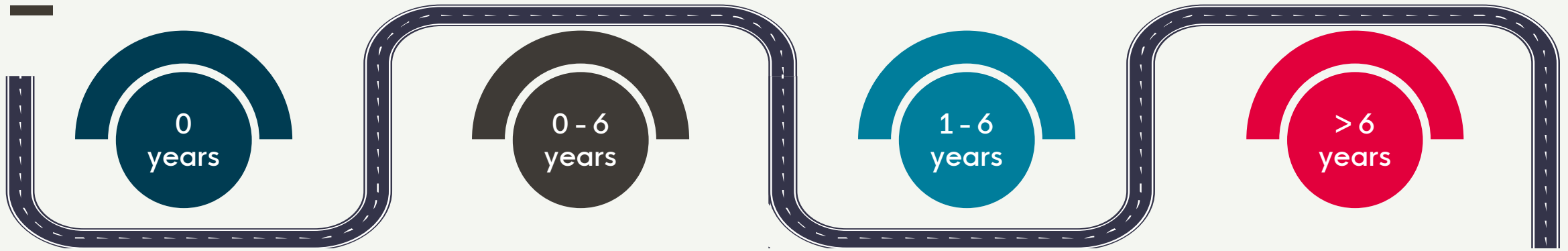
- Import & Distribution
- Retail & Rental
- Mobility Solutions



Malcom Perrie & Darren Wykes will cover the value chain for Aftermarket Parts & share a detailed understanding of an aftermarkets parts business, further sharing insights around the new MPD acquisition.



Value chain



New vehicle market

Importation, distribution and first sale of vehicle, vehicle financing, insurance and value-added products

Life of new vehicle

Recurring touchpoints after first sale, including customer services and maintaining the vehicle (parts, panel and services), and car rental

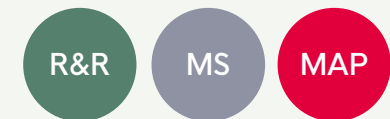
Pre-owned vehicle market & Trade-in

Second sale of vehicle together with vehicle financing, insurance and value-added products, and supply of parts and accessories to the car parc

Pre-owned vehicle market & Trade-in

Further vehicle servicing and maintenance, insurance and value-added products and supply of parts and accessories to the car parc

Segments



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
- Number of OEMs & brands

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

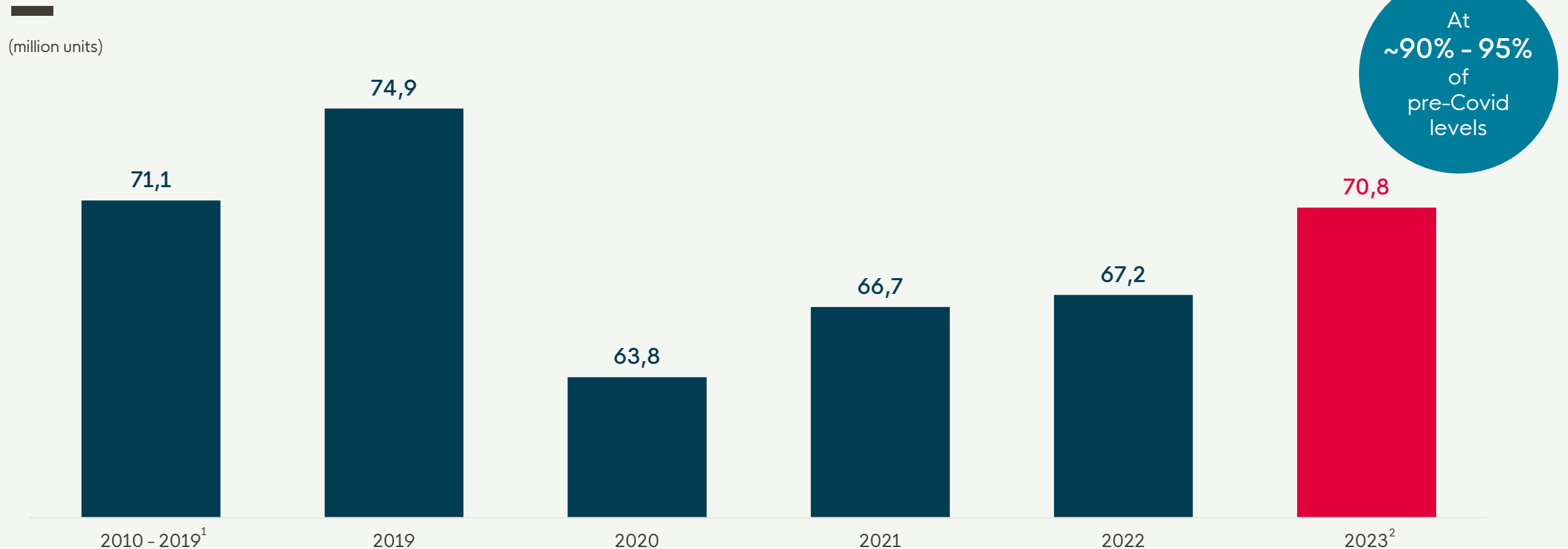
- Service & maintenance plans
- Number of customer contracts
 - Funds under control
 - Total months remaining
 - Extensions
 - Bank approval rates
 - Number of VAPS
 - Bank JVs & cell captives performance
 - Strategic partnerships
 - Innovation

Mobility
Solutions

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

Aftermarket
Parts

Global vehicle sales



Global vehicle sales continue their recovery towards pre-Covid levels.

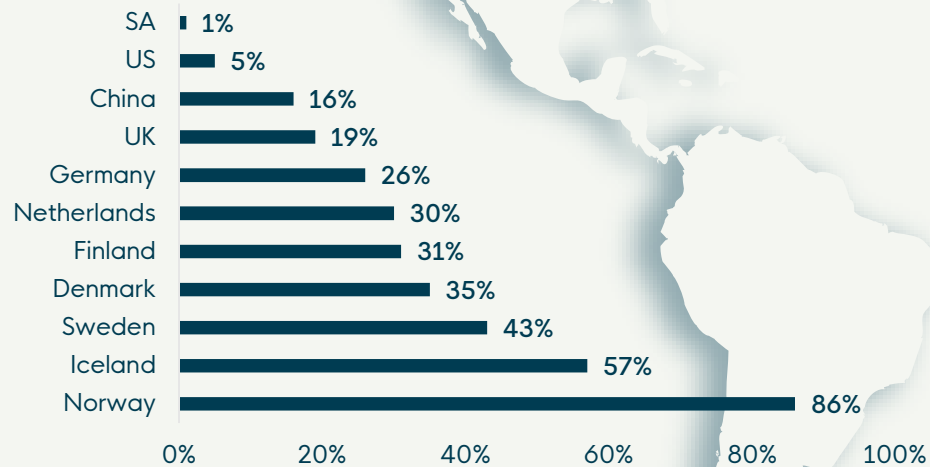
The above further demonstrates the normalisation of vehicles sales and supply.

¹ Annual averages ² This value is a forecast

Car parcs & EV evolution

The growing concerns about global sustainability and climate change are fueling the shift towards new energy vehicles.

EVs as a % of 2022 car sales



Source: International Energy Agency

In South Africa for our importer brands, we are evaluating several hybrid and EV models currently. Launch timing will depend on availability of production allocation, market conditions & customer preference.

United Kingdom 

ICE car parc 40 million	EV car parc ~1 million
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Australia 

ICE car parc 20 million	EV car parc ~<100k
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South Africa 

ICE car parc 12 million	NEV car parc ~<11k (EV ~3k)
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International: Vehicle retail | UK & Australia



Represent 16 OEMs & 19 brands

80 commercial dealerships

33 passenger dealerships



Represent 20 OEMs & 20 brands

36 passenger dealerships

Located in Victoria & New South Wales

Commercial: Market share statistics (%)	2022	2021
DAF	31,6	31,1
Volvo	15,4	13,1
Scania	14,3	14,1
Mercedes	11,0	12,2



Of the total vehicle sales in Australia in 2022 – ~58% are in Victoria and New South Wales

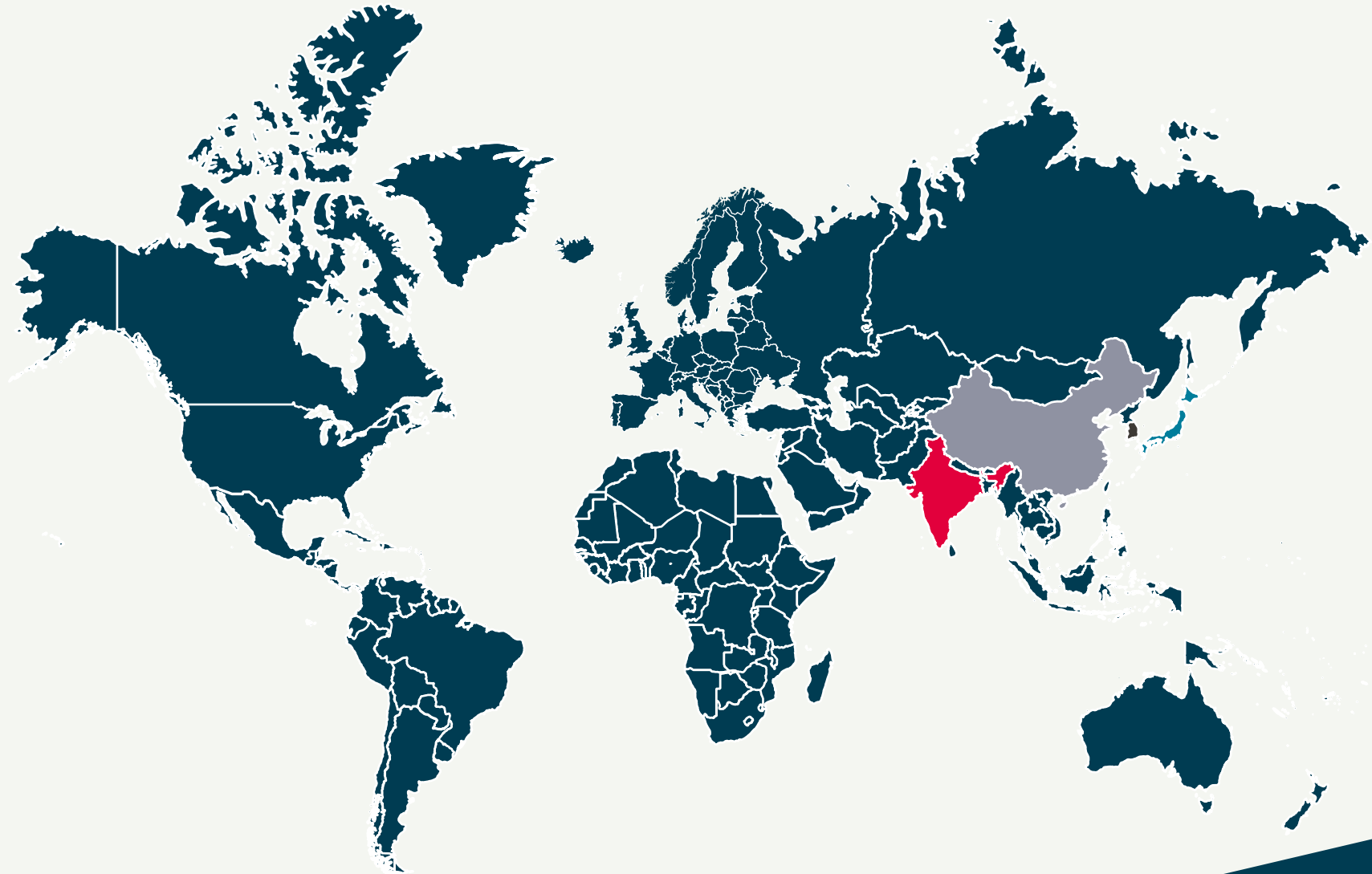
Our DAF market share is ~20%.

Our Mercedes market share is ~10%.

Source of South African vehicles imported | Passenger & LCVs

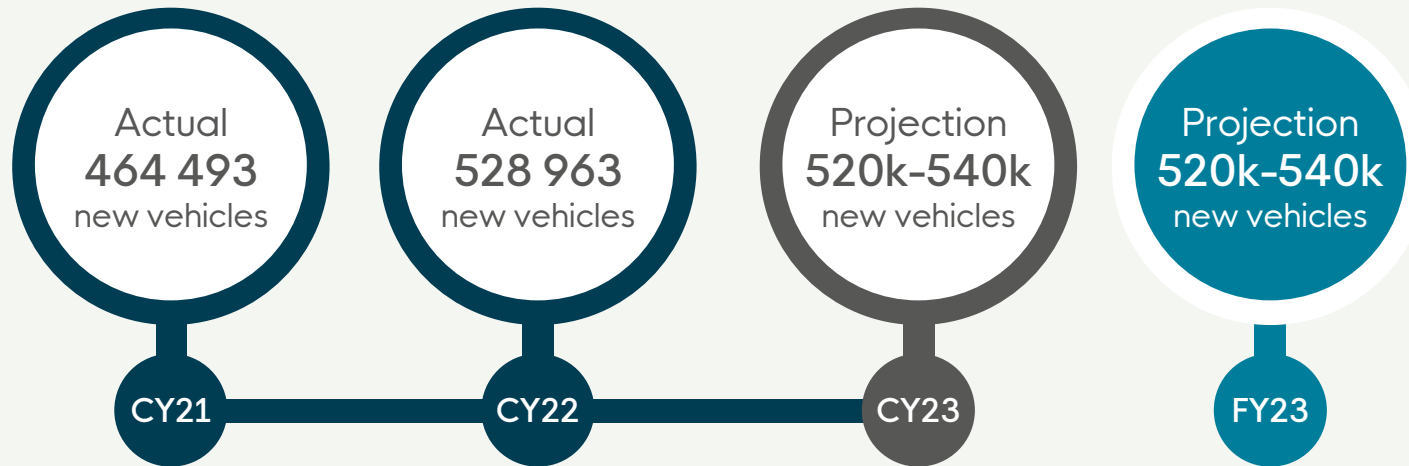
Top 5 countries supplying vehicles to the total SA vehicle market

	%
India	51%
Europe	16%
China	11%
Japan	9%
South Korea	6%



~68%
of Motus
Importer vehicles
are sourced from
India

The South African vehicle market



Motus sells one in five new vehicles in South Africa

Motus sells 1 new vehicle to 0,7 pre-owned vehicle

Motus targets pre-owned vehicles < 6 years

Customer has access to omni-channel experience, with motus.cars being the biggest online vehicle buying platform in SA which owns every vehicle

Market share considerations

- Heavily weighted to profit contribution from Importer brands.
- Value margins over volumes in order to maximise profit.
- Continuously evaluate supply to retail dealers versus car rental.

Current trends favouring Motus

- Buying-down trend is continuing:
 - Changing to less premium brand.
 - Changing to lower category vehicle model.
- Extending replacement cycle to 48 months.

Brands in South Africa | Passenger - Calendar year 2022

	Brand	Motus representation		Brand	Motus representation
1	Toyota	✓	11	Ford	✓
2	Volkswagen	✓	12	Chery	✓
3	Suzuki	✗	13	Audi	✓
4	Hyundai	✓	14	Mazda	✓
5	Renault	✓	15	Mahindra	✗
6	Kia	✓	16	Honda	✓
7	Haval	✓	17	Mitsubishi	✓
8	BMW	✓	18	Land Rover	✓
9	Nissan	✓	19	Opel	✓
10	Mercedes	✓	20	Peugeot	✓

Out of the top
20 brands
Motus
represents
90%

Motus
represents
32
brands in total

The South African vehicle market | Vehicle category movements

Category	2021 Total		2022 Total		Volume growth
	Volume	Share	Volume	Share	
Hatch (3-dr)	812	0,2%	1 007	0,2%	24,0%
Hatch (5-dr)	122 975	27,6%	135 036	26,6%	9,8%
Sedan	29 232	6,6%	28 994	5,7%	(0,8%)
SUV & Crossover	138 673	31,2%	183 550	36,1%	32,4%
Cabriolet	565	0,1%	423	0,1%	(25,1%)
Coupe	1 641	0,4%	1 895	0,4%	15,5%
Estate	57	0,0%	28	0,0%	(50,9%)
MPV	27 581	6,2%	27 973	5,5%	1,4%
LCV	123 402	27,7%	128 812	25,4%	4,4%

Our Importer brands have model derivatives to support customer preferences

The South African vehicle market | Passenger market share

Brand	12 months December 2021	12 months December 2022	Unit variance	% Difference	Market Share % 2021	Market Share % 2022
Toyota	57 920	75 973	18 053	31,2%	19,0%	20,9%
Volkswagen	62 062	59 715	(2 347)	(3,8%)	20,4%	16,4%
Suzuki	26 744	46 004	19 260	72,0%	8,8%	12,7%
Hyundai	29 817	32 486	2 669	9,0%	9,8%	8,9%
Renault	20 996	27 165	6 169	29,4%	6,9%	7,5%
Kia	18 439	20 693	2 254	12,2%	6,1%	5,7%
Haval	11 401	13 936	2 535	22,2%	3,7%	3,8%
BMW	10 947	11 507	560	5,1%	3,6%	3,2%
Nissan	9 668	11 465	1 797	18,6%	3,2%	3,2%
Mercedes	7 058	9 275	2 217	31,4%	2,3%	2,6%
Mitsubishi	2 402	3 039	637	26,5%	0,8%	0,8%
Other	46 887	51 834	4 947	10,6%	15,4%	14,3%
Total Market	304 341	363 092	58 751	19,3%		

New Model Launches: Importers | 2023

	 HYUNDAI	 KIA		 MITSUBISHI MOTORS
	Hyundai	Kia	Renault	Mitsubishi
January				Eclipse Cross 1.5T Exceed ³
February	Palisade ³			
March	Venue Cargo		Captur ³	
April		Sportage ¹		
May	Tucson N Line			
June	Gi10 Sedan			Outlander
July - December	Gi10 ³	Sportage ² & Picanto ³		
NEV models	IONIQ5	EV6	Arkana	

Foreign currency

How do we manage foreign currency risk?

Apply established hedging strategies, policies & governance structures.

Review funding requirements, currency hedging, asset allocation, interest rates, funding of acquisitions & other cash management considerations.

Run currency scenarios to assess the outcomes to adequately mitigate currency fluctuations within tolerance levels.

Regular management committee meetings to understand foreign currency requirements across the business.

Ongoing engagement with various financial institutions.

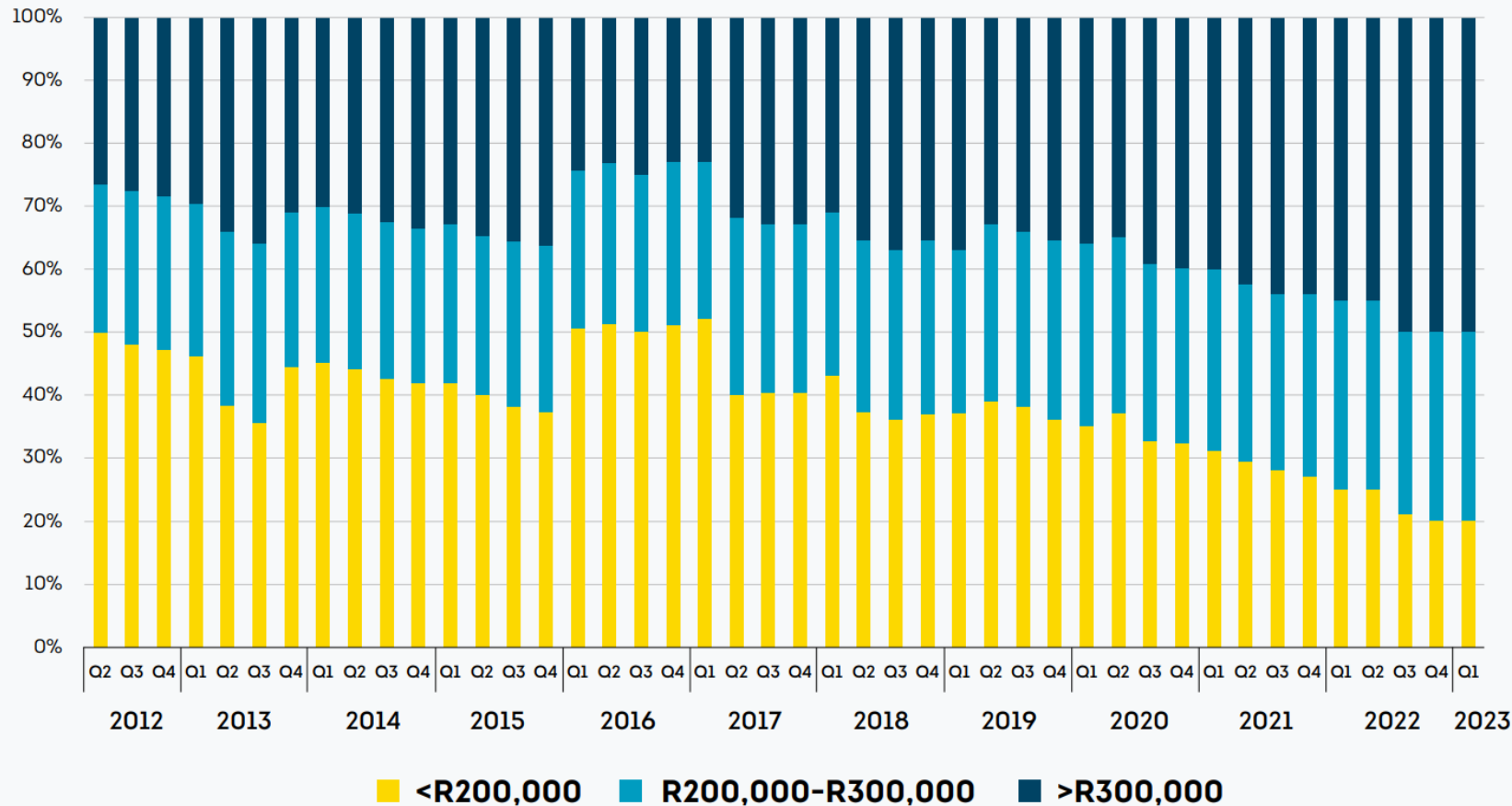
Our current flexible guideline is to cover up to seven months ahead, with all committed orders having to be covered.

Our approach provides visibility for future costing which influences selling price increases (quantum & timing), new vehicle launches, promotions etc.

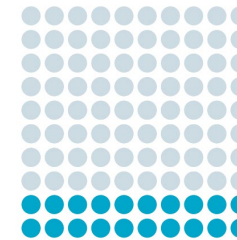
Motus took the deliberate decision to stretch FX cover by holding on to stock & being selective around retail channel versus car rental channel.

This will protect margins due to the replacement price being at a higher cost.

Vehicle Asset Finance

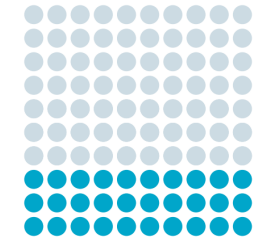


<R200,000



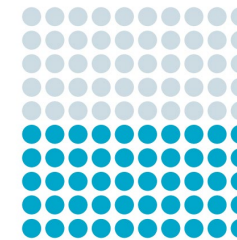
20%

R200,000-R300,000



30%

>R300,000



50%

~85% of Motus vehicle sales are financed

The under R200k band is supplied by Suzuki, Toyota & Renault.

Consumer affordability | Cost of ownership evolution

The following table analyses & illustrates the total cost of vehicle ownership over the past five years from 2019 to May 2023.

The figures indicate that a vehicle owner in May 2023 is now paying on average R3,776 more per month than in 2019 for total mobility costs.

Monthly charge ¹ (R)	Net instalment	Fuel cost	Insurance	Running cost	Total Mobility Cost
2019	3 564,77	2 731,75	1 187,91	366,97	7 851,40
2020	3 433,06	2 565,50	1 235,43	349,77	7 583,76
2021	3 438,11	2 646,00	1 273,73	358,10	7 715,94
2022	3 779,28	3 780,00	1 322,13	475,39	9 356,80
2022 (Nov)	4 313,10	3 949,75	1 409,26	492,94	10 165,05
2023	4 904,16	3 902,50	1 580,45	488,06	10 875,17
2023 (May)	5 366,16	4 021,50	1 739,74	500,36	11 627,76

Total
Mobility Cost
increased by
48%
since 2019

¹This monthly total cost of vehicle ownership is based on data that constantly shifts in relation to market activity.
Inputs based on an average vehicle of approximately R280,000 that travels approximately 2 500 km per month.

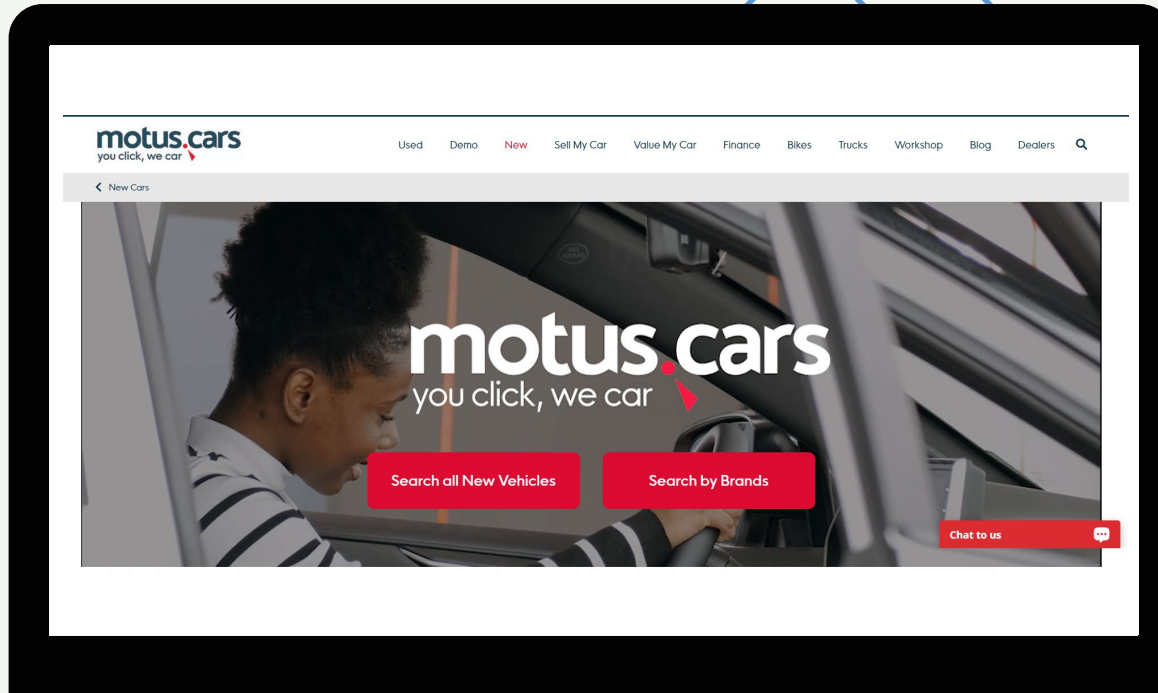
We have not seen a significant drop-off in approval rates from financial institutions.
Our diverse vehicle offering supports the consumer's requirement to trade-down.

Retail considerations

- Diversified portfolio
- Geographical spread
- Own ~80% of our new vehicle dealerships
- Multi-franchise strategy & execution
- Increased activity in workshops
- Pre-owned vehicles contribution



Innovation & digitisation



Thinking differently & doing things differently!

- Customer behaviour moving towards omni-channel.
- Digital Dealer Project: offers a digital sales channel through motus.cars, with a fully integrated finance application, trade-in onboarding & VAPs.
- Align systems & processes with centralised Stock Management Platform, integrated into the Motus Digital Dealer orchestration layer.
- Develop innovative value-added products by extracting meaningful business insights from our customer and vehicle data.
- Continue to expand the *Contactable* capability within our F&I business to enable efficiencies & a reduction in risk such as auto-fill of forms, reducing paperwork processing time from days to seconds.

Car rental value chain

Four OEM brands
Hyundai, Kia,
Renault,
Mitsubishi

Other brands

**Motus
Car Rental**
Europcar & Tempest

Europcar **TEMPEST
CAR HIRE**

Operating at
~75% to 80%
of Pre-Covid levels

Hold fleet for average period
of 9 to 15 months

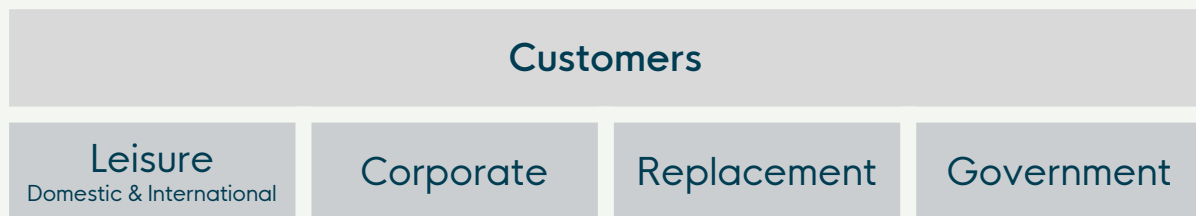
- Pre-Covid ~24,000 vehicles
- Dec2022 ~19,500 vehicles

Four OEM brands
dealerships

Auto
Pedigree
dealerships

Upfleet cycle
Starts Sept/Oct

Defleet cycle
Starts April/May



Mobility Solutions | Sustainable growth

Provides annuity income streams in the future

>730 000 customers

Value-added products & services

Drive sales through call centres employing 265 individuals

Leader of the Group Innovation Centre with ~4,000 m^x members

Sustainable growth will be achieved through:

1

Access to new channels & customers through strategic partnerships.

2

A new focus on value-added products and services which enhance customer value to existing & future customers.

3

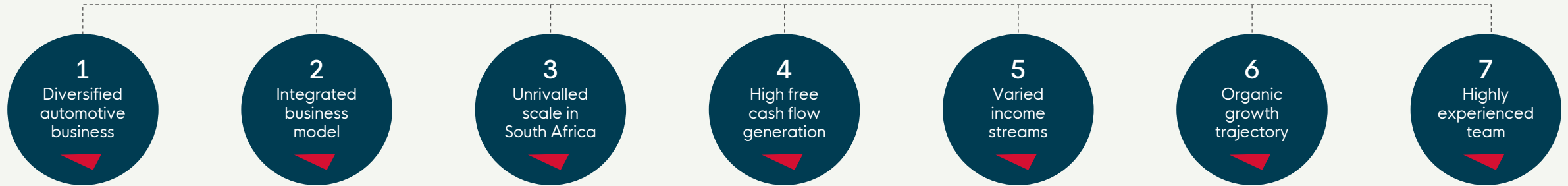
Development of telemetry capabilities and further opportunities to monetise data.

4

Pro-active monitoring and response to regulatory changes in our environment.

Our Mobility Solutions strategy works towards our promise of '**Mobility for Good**' for all our Stakeholders.

Resilient business model



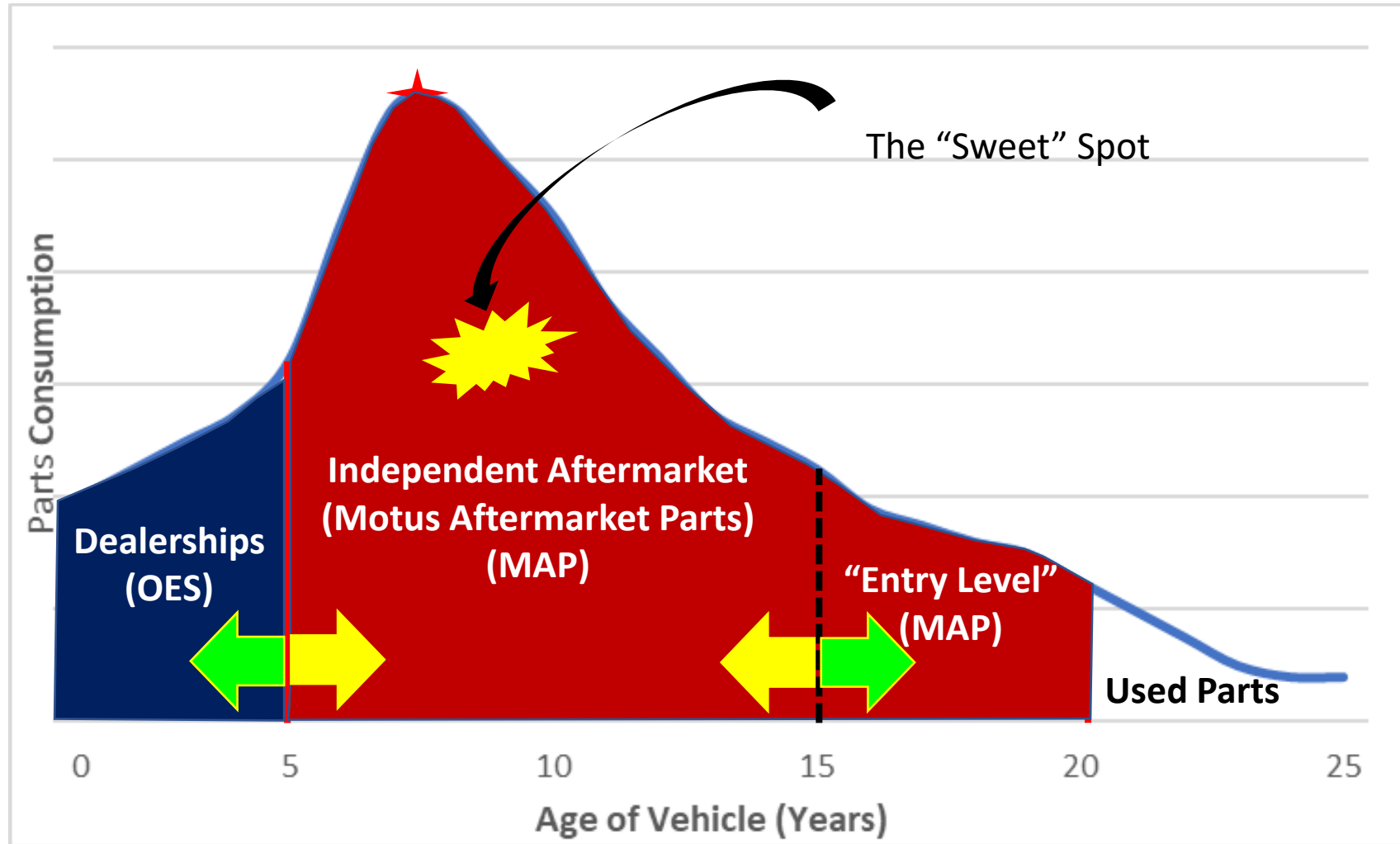
- 1. Diversified** (non-manufacturing) business in the automotive sector with a **leading position** in South Africa & selected international presence mainly in the UK & Australia & limited presence in South East Asia & Southern & East Africa
- 2. Fully integrated business model** across the vehicle 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
- 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**

We can pivot as consumer demand evolves

Overview of Motus Aftermarket Parts segment (MAP)

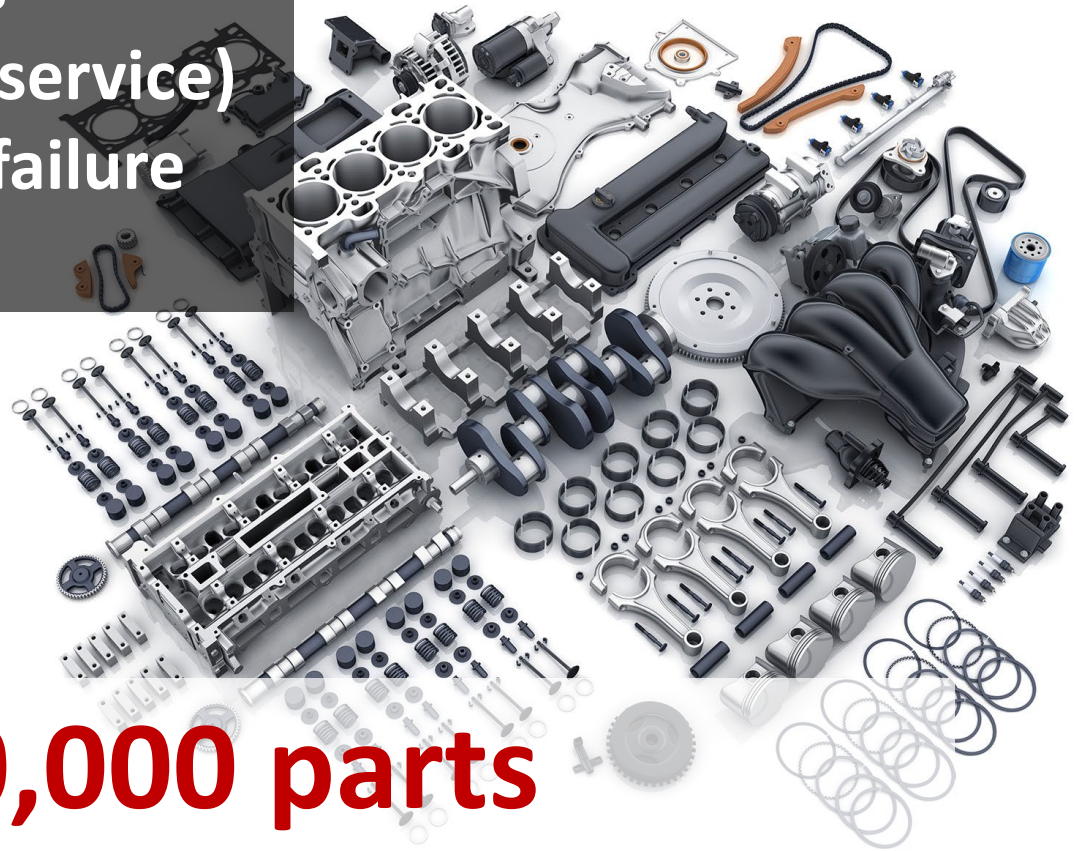
Malcolm Perrie

1. What is the Aftermarket
 - a) The Overall Aftermarket
 - b) The Independent Aftermarket
2. What drives the Independent Aftermarket
3. Where do we fit in the Independent Aftermarket
4. How do we extract value and operating margin through the value chain
5. Why the UK, Europe and China
6. The impact of electric vehicles (EV)
7. Questions



Part Categories

- Wear parts (service)
- Mechanical failure
- Crash parts



Each car has $\pm 30,000$ parts

Translates to $\pm 2,000$ moving parts

A numbers game

→ 12 million vehicles

→ 3,000 model variants

→ 30,000 parts per vehicle

→ 90 million different parts

→ 2,000 wear parts per vehicle

→ 6 million wear parts

→ Some common platform

→ **±2 million active parts**

Our offering: 135,000 parts (sku's) of which 60,000 are fast moving

- **+ Oils, Chemicals, Tools and Accessories**
- **No** crash parts
- **No** exotics
- Target the “Reseller” and “Fitter”

- An increasing installed base – a growing Vehicle “Parc”
 - New vehicle sales
 - Longer vehicle retention
 - Importation of 2nd hand vehicles into neighbouring territories
- Vehicle Mobility – usage
- Inferior public transport
- Poor infrastructure
- Inferior repair (mechanic) sector
- High expense of New Vehicle Dealer (OE) networks
- Trend to more “affordable” products – “buying down”
 - Private Label offering key
- We can see our future grow as the market lags new vehicle sales

Stream One – Aggregate product



ARCO[®]
SINCE 1981

Mts

FAI
Auto Parts



Annualized Sales (R2.4bn)	
To Group	51%
To Independents	49%

Stream 2 – Wholesale distribution



Motus
Parts

8



Annualized Sales (R6.3bn)	
To Group	19%
To Independents	81%

Stream 3 – Retail



Motus Owned

MIDAS 50

ALERT
ENGINE PARTS 19

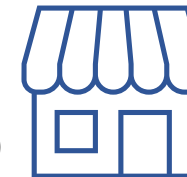
AFINTA **PART** 8

Motus
Parts Direct 27

MOTOR PARTS
DIRECT 177

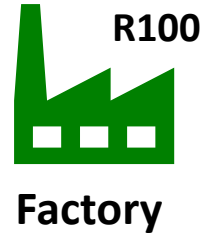
Franchise

MIDAS 245



Annualized Sales (R7.2bn)	
To Group	0%
To Independents	100%

Note: Inter Group Eliminations of R 2.8bn



OE Dealer Price Level: R900
Independent Aftermarket Price Level: R550



Factory



Parts
Aggregator



R167

Wholesale (W)



R232

Retail (R)



R356

Fitment



R550

Motorist



Channel Gross Margin

R67 (40%)

R65 (28%)

R124 (35%)

Combined Full Channel Gross Margin

R67 (40%)

R132 (57%)

R256 (72%)

Combined Full Channel Gross Margin (W&R)

R65 (28%)

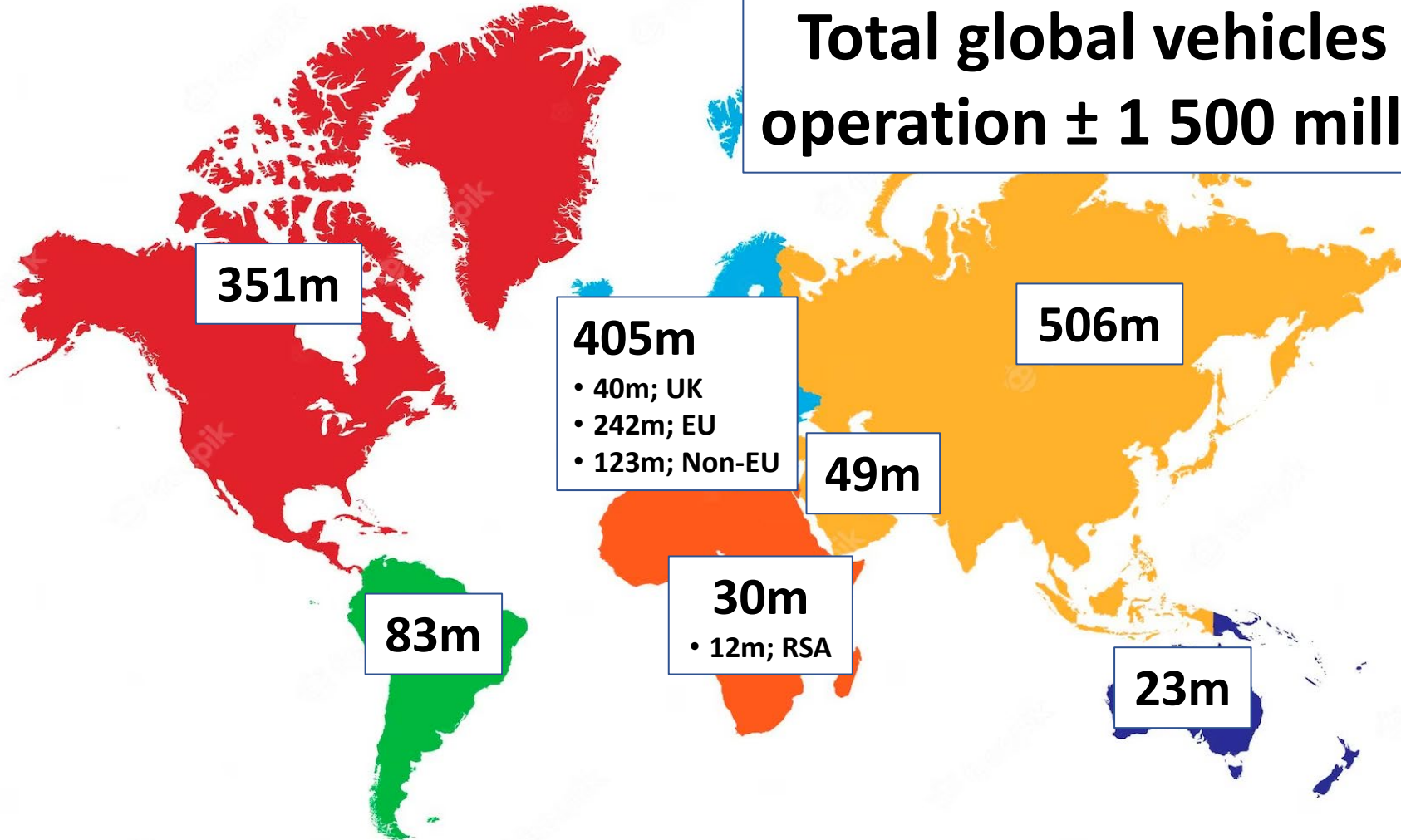
R189 (53%)

Total System Cost = R182
Efficiency Up By = 1%
Δ Cost = (R1.82)
Δ Operating profit = + 2.5%

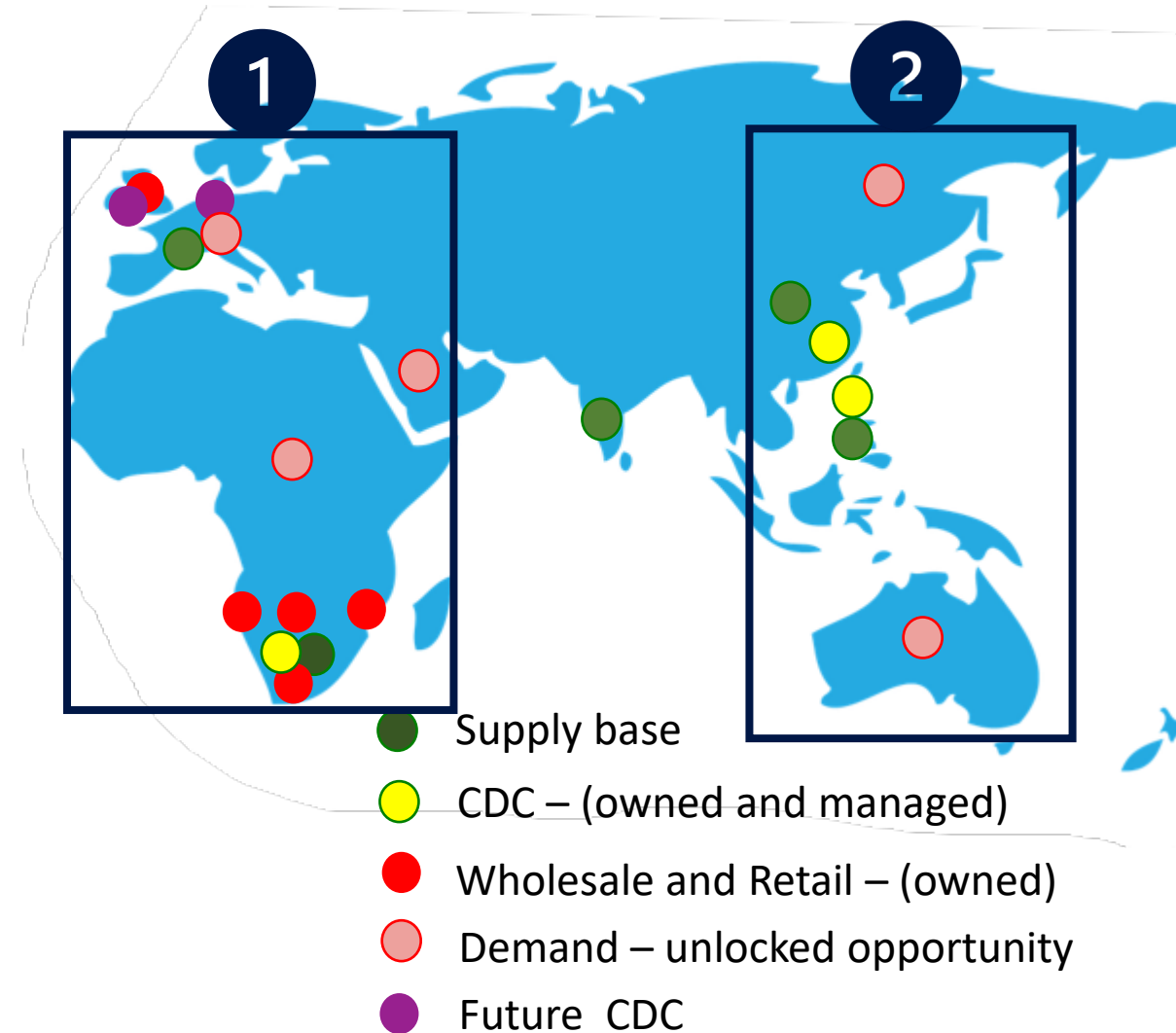


- The SA situation
 - Limited growth for MAP in Southern Africa – have a dominant position
 - Competition Commission hurdles
 - We have capacity within existing supply chain and procurement
 - We can further leverage efficiencies
- The Global Aftermarket landscape is consolidating – AND very quickly; e.g.
 - LKQ globally
 - Babcor in Australia
- Strategic fits were:
 - Vertical integration
 - Aggregator sector (backward integration)
 - Similar business models with focus on the installer (workshop) segment
 - Similar supply bases and portfolio mix
 - Global brands
 - Private label brands
- Opportunities in Europe, Australia, Africa (cautiously) – already in neighbouring territories
 - Fits ideally within the overall growth strategy of the Motus Group

Total global vehicles in operation ± 1 500 million

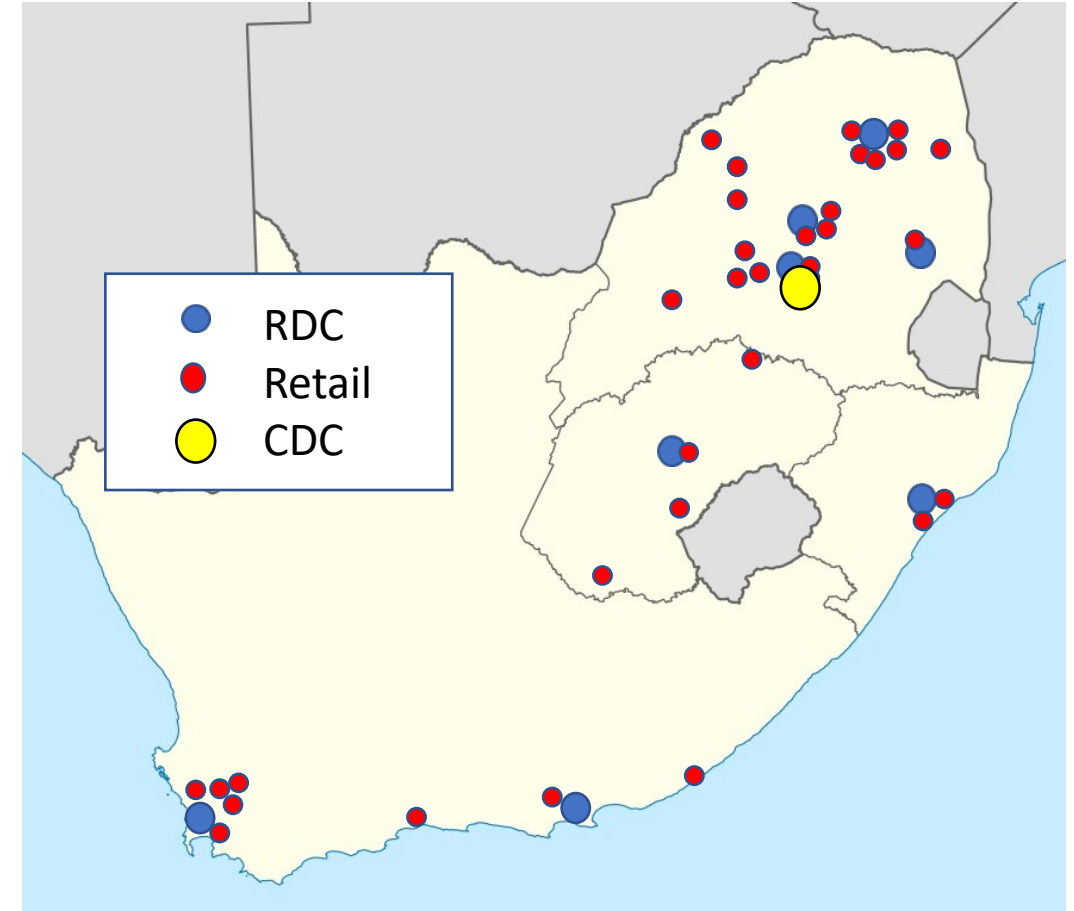


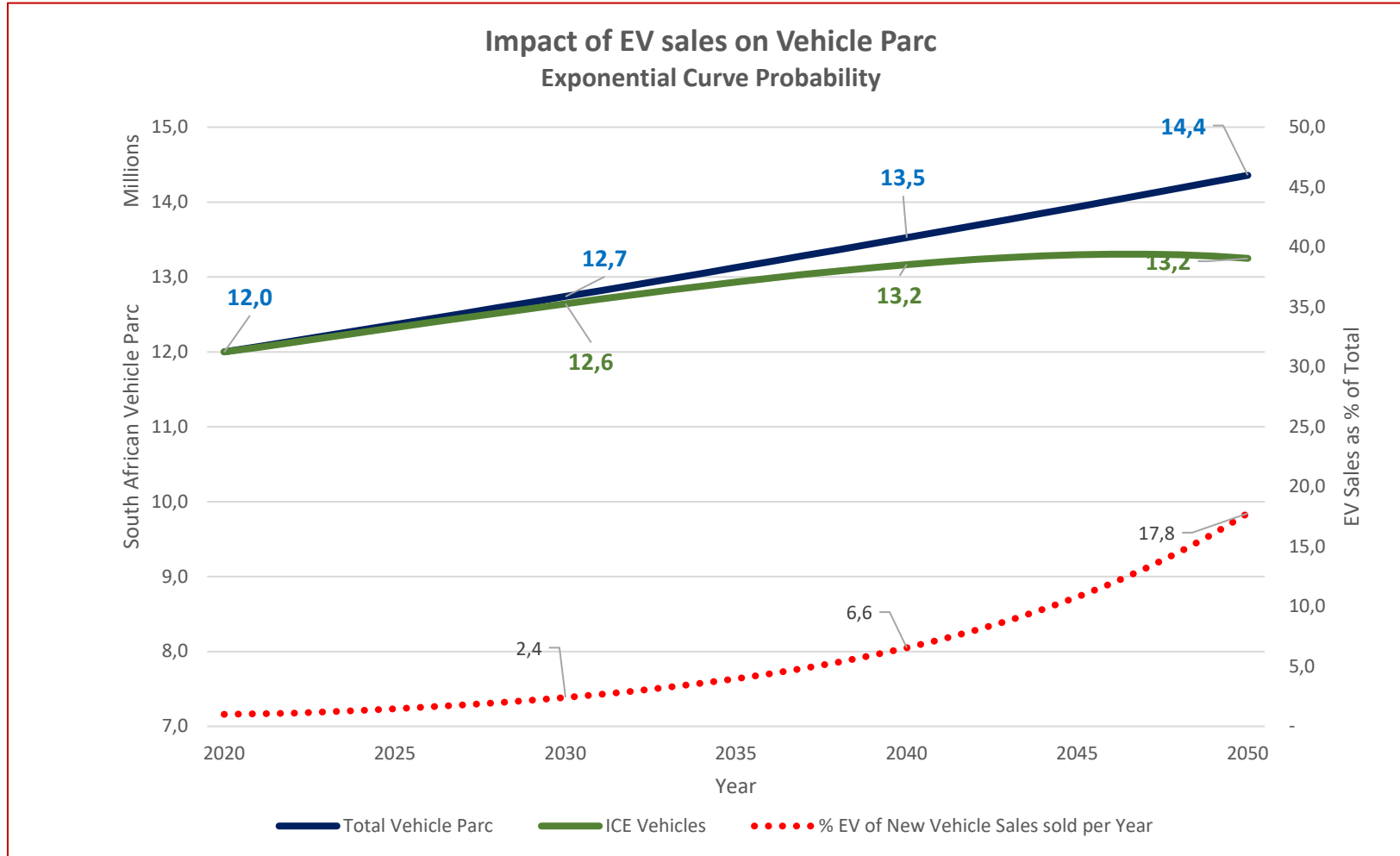
- Shanghai distribution centre
 - Sourcing from Far East and consolidate – containers with mixed product
 - Better manages pipeline inventory
 - Can support UK and Europe demand (WIP). Already supporting SA.
 - Can support new, untapped markets
- Extracting margin from the supply chain
 - Owning it – “full channel margin”
 - Efficiency drivers – operational excellence
 - Global presence - volume
- Maximising full channel margin
- Surfing the volume curve, ... and
- Spin the balance sheet



Key footprint strategy to “own” the full channel

- RDC network (8 locations) supported by direct shipment from
 - China (MTS)
 - Rest of World (RoW) CDC (Joburg)
 - Local suppliers
- Retail footprint (76 locations)
 - Serviced by RDC network
 - Support workshop market and DIY
- Franchisees and Independents (Resellers and workshops - > 3000)
 - Increases reach to entire market





- Bought 100% of FAI Automotive plc in the UK
- Effective 1 October 2021
- Aftermarket automotive parts business specializing in distributing passenger and light commercial vehicle parts throughout the UK and Europe
- Projected annual Revenue of R750m
- Purchase consideration was R726m, funded through available cash and banking facilities, with cash-on-hand at acquisition of R189m

- Bought 100% of Motor Parts Direct Holdings Limited (MPD) in the UK
- Effective 3 October 2022
- A business-to-business parts distributor (Motor Factor)
- Comprised of a branch network of 175 outlets across England and Wales
- 4th biggest Motor Factor Group in the UK servicing a vehicle parc of ±40m vehicles
- Projected annual Revenue of R4bn and EBITDA of R700m
- Purchase consideration was R3.7bn, funded through available cash and banking facilities

- Aligned to Motus' international growth strategy for the Aftermarket Parts business
- Reduces the Group's dependency on vehicle sales
- Non-cyclical business
- Provides economies of scale, procurement benefits and synergies
- Cash generative, asset light and not capital intensive
- Professional management

Motus 
AFTERMARKET PARTS

**MOTOR PARTS
DIRECT**

Darren Wykes

- Company formed late 1999.
- Four founding members: Mukesh Shah (ex CEO/owner), Darren Wykes (current MD) and two since retired. This team had over 150 years collective motor factor experience at all levels within both independently owned businesses and large PLC's.
- This expertise was instrumental in establishing the business, shaping MPD's ethos to stand above its competitors and cultivating a desire from customers to engage in business and trading partnerships.
- First branch opened in November 1999 followed rapidly by multiple new site openings and various acquisitions that were quickly fully integrated into the MPD way!
- We have managed to retain majority of all original staff since inception.

- Supply of passenger vehicle components and accessories, mainly to independent workshops and service centres within 16 km radius.
- Consistent, demand-driven, well-stocked product offering across branches.
- Twice daily stock replenishment from central service depots (CSDs), and daily replenishment on all key product lines from suppliers.
- Majority of sales on account to existing customers.
- Walk-in & phone ordering with guaranteed swift delivery.
- Organic growth from new branch locations based on demand-experience, and selective acquisition opportunities.
- All properties leased.

To achieve sales in excess of £250 million in the medium-term via a national network of branches

To be the “natural” first choice for our customers.

To secure business with 80% of the workshops within a 16 km radius of all sites.

To deliver quality products in record times.

To ensure loyalty and build relationships with our key suppliers.

To develop all staff to provide first class service beyond customer expectations.

To invest and train ensuring quality and consistency through our personnel.

1

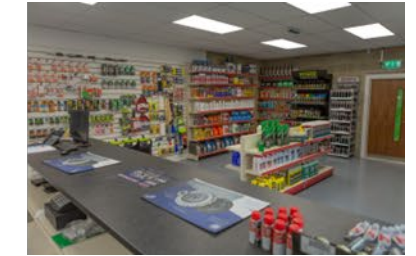
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Motor Parts Direct (MPD)

- 175 motor factor branches, average 10 multi-tasking staff.
- 15 CSD's based at branches.
- 1,828 dedicated staff.
- 925 delivery vans offering hourly deliveries.
- >20,000 live customer accounts.
- 90,000 stocked SKU's available same day.
- Current stock turn = 3 times.

Automotive Distribution Centre (ADC)

Single site wholesale distributor, now with over 650 customers and growing.



A truly dedicated, motivated, and professional customer focused team in every area of the business

Competitive pricing structure across all products to suit market needs
Responding to market trends

Excellent customer service levels helping improve customer profits via less downtime supported by an integrated stock management system and branches in prime locations

Full range of quality products with both OE Branded products and a competitively priced alternative brands, offering customer multiple choice to suit end user requirements

Strong trading relationships with suppliers enabling first to market on all latest training and product opportunities, whilst ensuring stock profiles remain up to date and good availability

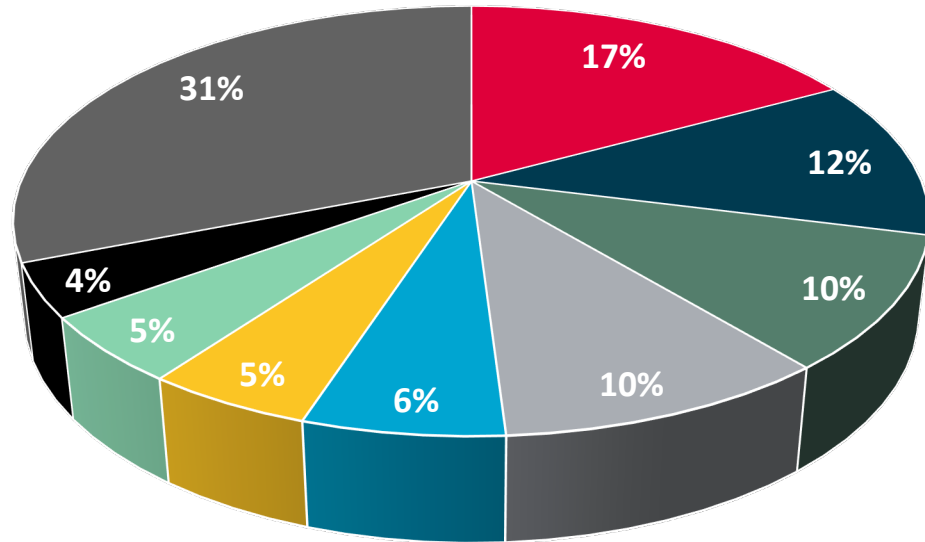
- 15 experienced regional managers focused on day-to-day management of a 12-branch network.
- Highly motivated head office branch-support team across all aspects including sales, purchasing, marketing, IT, accounting and distribution.
- Branches managed as autonomous profit centres by motivated managers and teams, driven by success and results related incentives.
- Each branch's stock pack backed by a twice-daily replenishment and extended range from 15 dedicated warehouses (CSD's).
- All staff empowered to make the necessary decisions to suit and improve customer experiences.
- MPD management philosophy is to "keep it simple" and surround yourself with good people!

- UK Aftermarket Parts market is 4th largest in Europe with turnover circa £48.5 billion, breakdown is:
 - ✓ Service and Repair £26.5 billion
 - ✓ Wholesale parts total business £16 billion
 - ✓ Retail parts £6 billion
- UK Car parc including LCV over 3 years old (target market) is circa 32 million with average vehicle age now showing as 8.7 years old (up 1 year in 14 month period).
- Independent aftermarket share of total is circa 65% with average workshop rates 45% lower cost than main dealer, hence continued expectations on growth.

- Alliance 250 branches, total £1.6 billion including all owned i.e. FPS, APEC, Platinum, BTN
- LKQ 330 branches, £1.38 billion (including all elements of business)
- GSF 185 branches, £287 million
- Rapid Group, £205 million
- IFA Group, £194 million

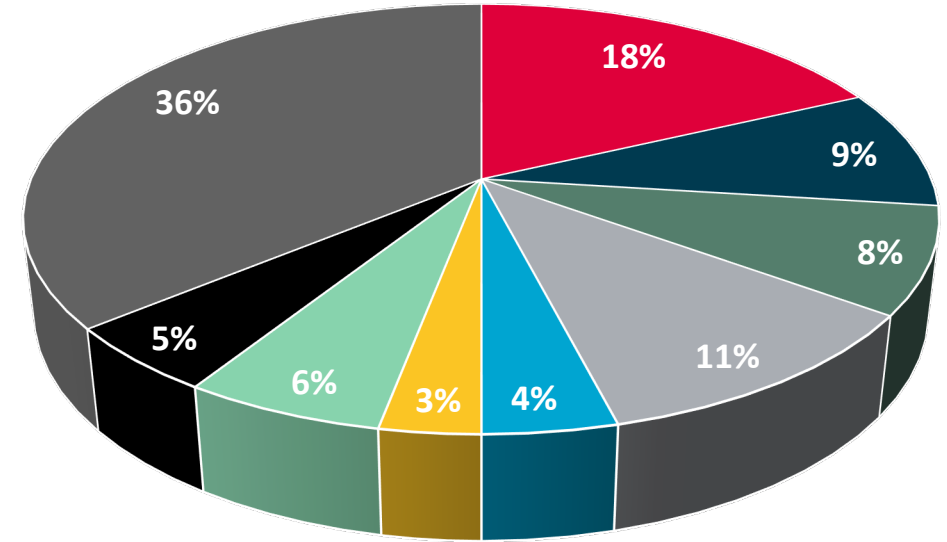
MPD is currently the 4th largest in the UK market with an estimated market share of 5%

UK Aftermarket



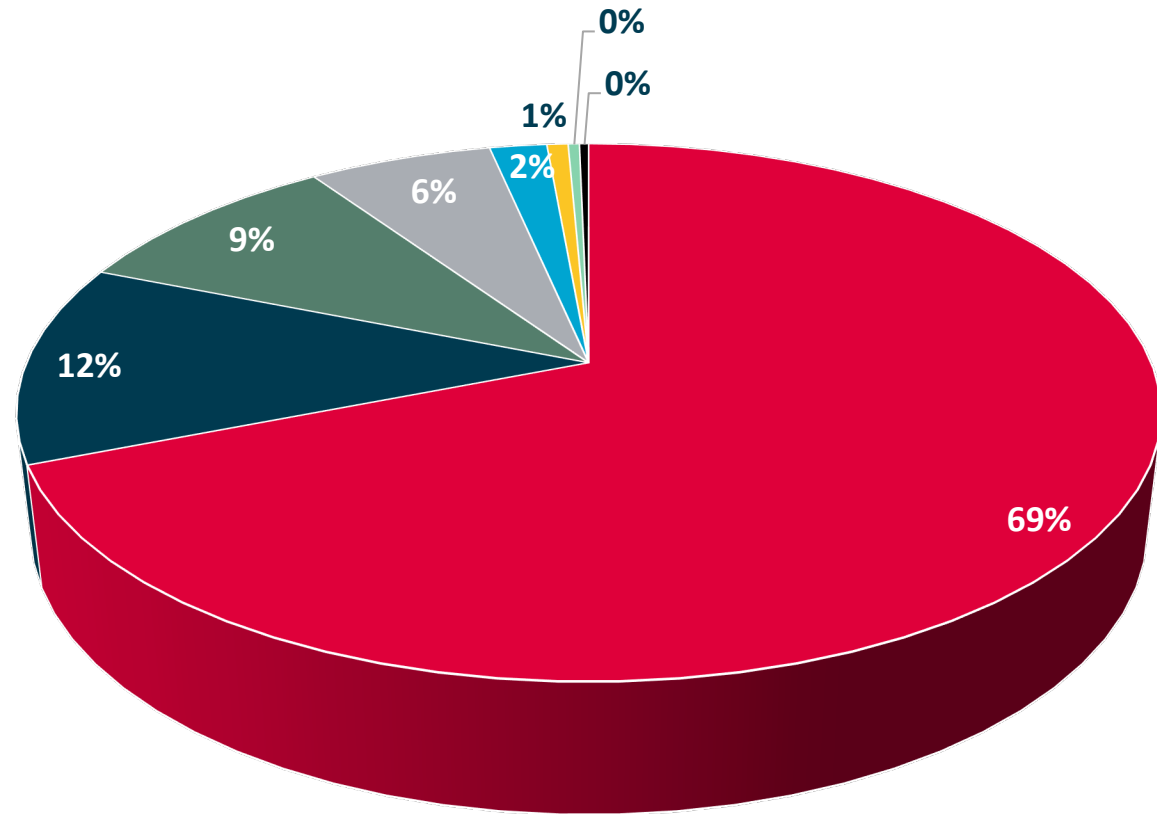
- Brake friction (17%)
- Oil/lubricants (12%)
- Filters (10%)
- Steering & suspension (10%)
- Batteries (6%)
- Cooling & heating (5%)
- Engine management (5%)
- Clutch - friction (4%)
- Other (31%)

Motor Parts Direct



- Brake friction (18%)
- Oil/lubricants (9%)
- Filters (8%)
- Steering & suspension (11%)
- Batteries (4%)
- Cooling & heating (3%)
- Engine management (6%)
- Clutch - friction (5%)
- Other (36%)

Average spend category bracket	Number of customers
Up to £499	13,966
£500 to £1,000	2,444
£1,001 to £2,000	1,900
£2,001 to £4,000	1,252
£4,001 to £6,000	391
£6,001 to £8,000	145
£8,001 to £10,000	77
£10,001 +	63
Total	20,238



- Up to £499
- £500 to £1,000
- £1,001 to £2,000
- £2,001 to £4,000
- £4,001 to £6,000
- £6,001 to £8,000
- £8,001 to £10,000
- £10,001 +

- Open five new branches annually.
- Open two additional Warehouse Distribution (WD) sites.
- Launch customer loyalty programme to drive growth and retention.
- Continue with margin improvement programme.
- Raise company profile via all social media and brand marketing.

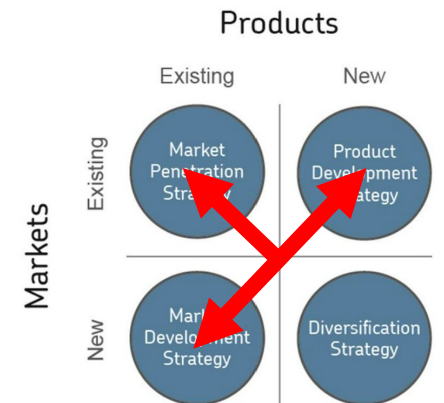
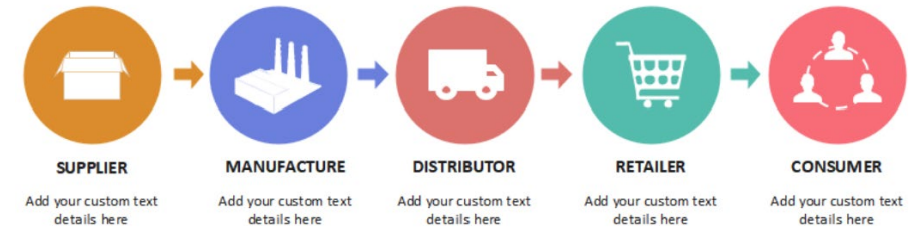
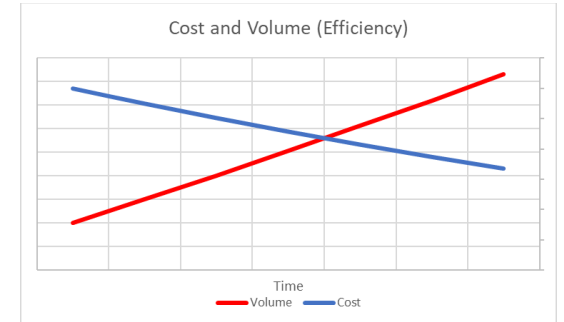
- Continue to benefit from buoyant market conditions enhanced by extended vehicle replacement cycle.
- Maturing branches – support new sites to reach their full potential.
- Online sales – launch of new website to capture more retail type business.
- Margin improvement programme via staff training, product and supplier change opportunities with MAP via own brand supply chain.
- National Account Trading partners.
- Workshop equipment sales.
- ADC: Expand current network.
- Motus synergies: inter-trading MPD sales in excess of £1 million & van sales ~200 p.a.



Motus Aftermarket Parts Division (MAP) Some concluding remarks

Malcolm Perrie

- Driving operational efficiencies
 - Converting efficiency into operating profit
 - “Doing more with less”
 - Consolidation of “owned brands”
- Leveraging off the integrated supply chain
 - Extracting more margin
 - Lowering relative investment in inventory
 - Increasing availability at point of sale
 - Disintermediation of UK supply base
- Expanding product offering
 - Leverage off existing customer base with increased product offering
 - Example: South African product mix to FAI customers in Eastern Europe
- Unlocking new markets
 - Using existing supply chain and sourcing expertise to penetrate new markets
 - New market channels



Thank you!



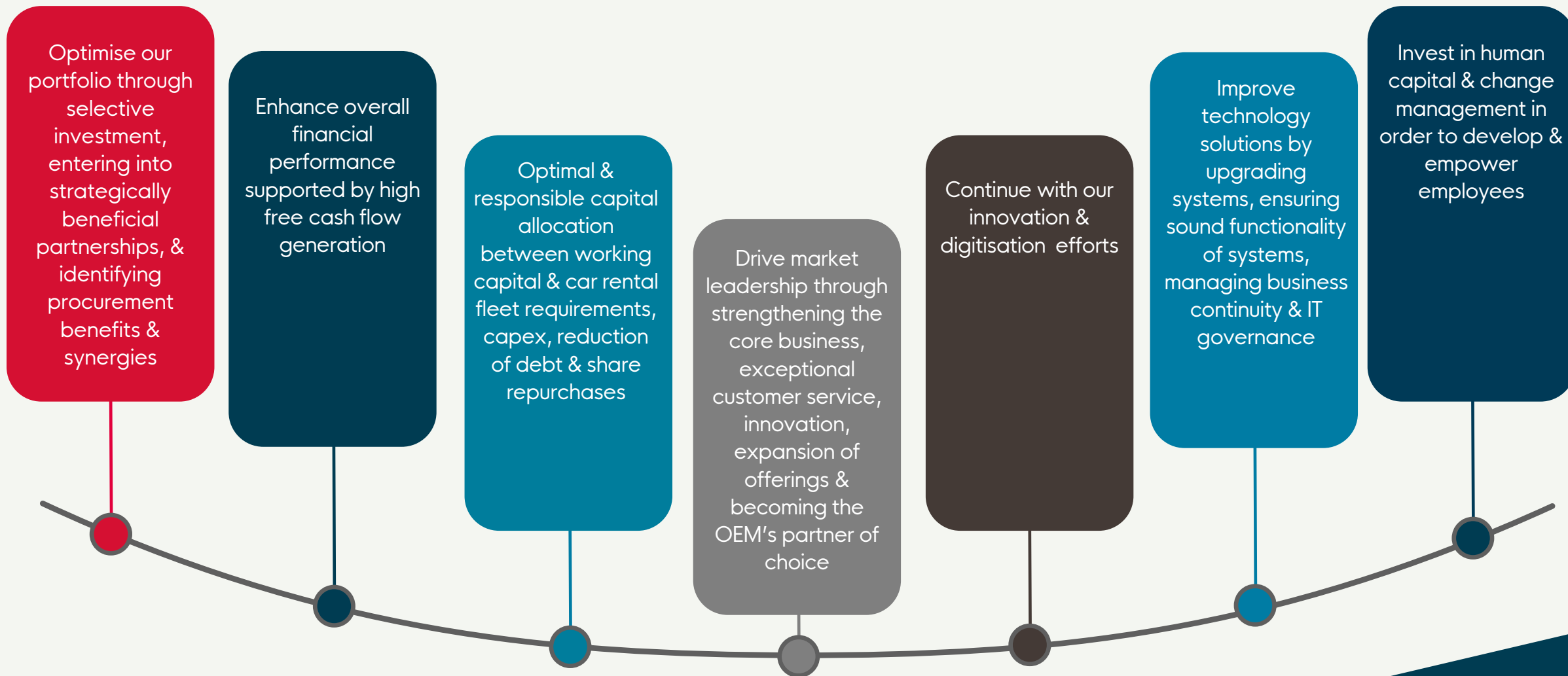
Closing



Desired outcomes

- Increase sustainable revenue & operating profit.
- Achieve long-term resilience by diversification across segments & spread across different geographies.
- Grow the international businesses.
- Improve working capital efficiency, increase cash generation & reduce debt.
- Continue to create shareholder value.
- Innovate to remain relevant.
- Create a safe working environment & provide equal & fair opportunities for all.
- Manage & monitor employee targets set for race & gender per occupational level, as well as disability targets.
- Drive improvement of IT systems, governance & security.
- Run the business in an environmentally conscious & responsible manner.

How do we achieve our desired outcomes?



Guidance affirmation

Guidance for the 12-month period ending 30 June 2023, we expect to deliver stable earnings:

Deliver operating profit growth:

- Organic
- Acquisitions

Elevated finance costs as a result of:

- Acquisitions
- Normalised working capital & car rental fleet levels
- Higher interest rates

Solid financial position

Strong cash flow generation from operations will reduce debt in H2 FY2023

Thank you!

Motus 

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