



Annual results presentation

summarised consolidated results
for the year ended 30 June 2024

Agenda

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FY2024 highlights



Resilient trading performance in challenging economies

Revenue up 7% to R113,8 billion

EBITDA up 3% to R8,3 billion

Operating profit down 4% to R5,5 billion

Cash flows from operating activities of R3,5 billion (2023: outflow of R1,2 billion)



Bolt-on international acquisitions

Solway in the UK
Four DAF commercial vehicle dealerships that operate in North West England & Southern Scotland

Wagga Wagga in Australia
Multi-franchise dealerships representing nine brands across two sites in New South Wales

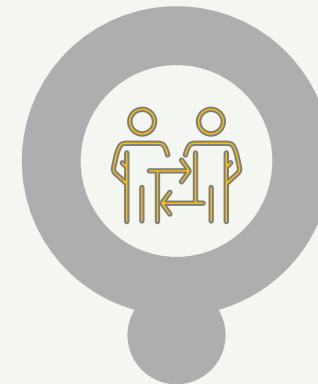


UK Aftermarket Parts performance

Exceeding expectations & delivering on strategies

Revenue of R6,5 billion, EBITDA R1,1 billion & Operating profit of R719 million

Operating margin of 11,1% (excl. amort. on significant intangibles is 13,3%)



ESG highlights

Achieved black representation of 79% in SA

Achieved Group female representation of 32%

Achieved Level 3 B-BBEE rating

Continued investment in CSI initiatives

Maintained high governance standards



Shareholder returns

ROIC of 10,8%

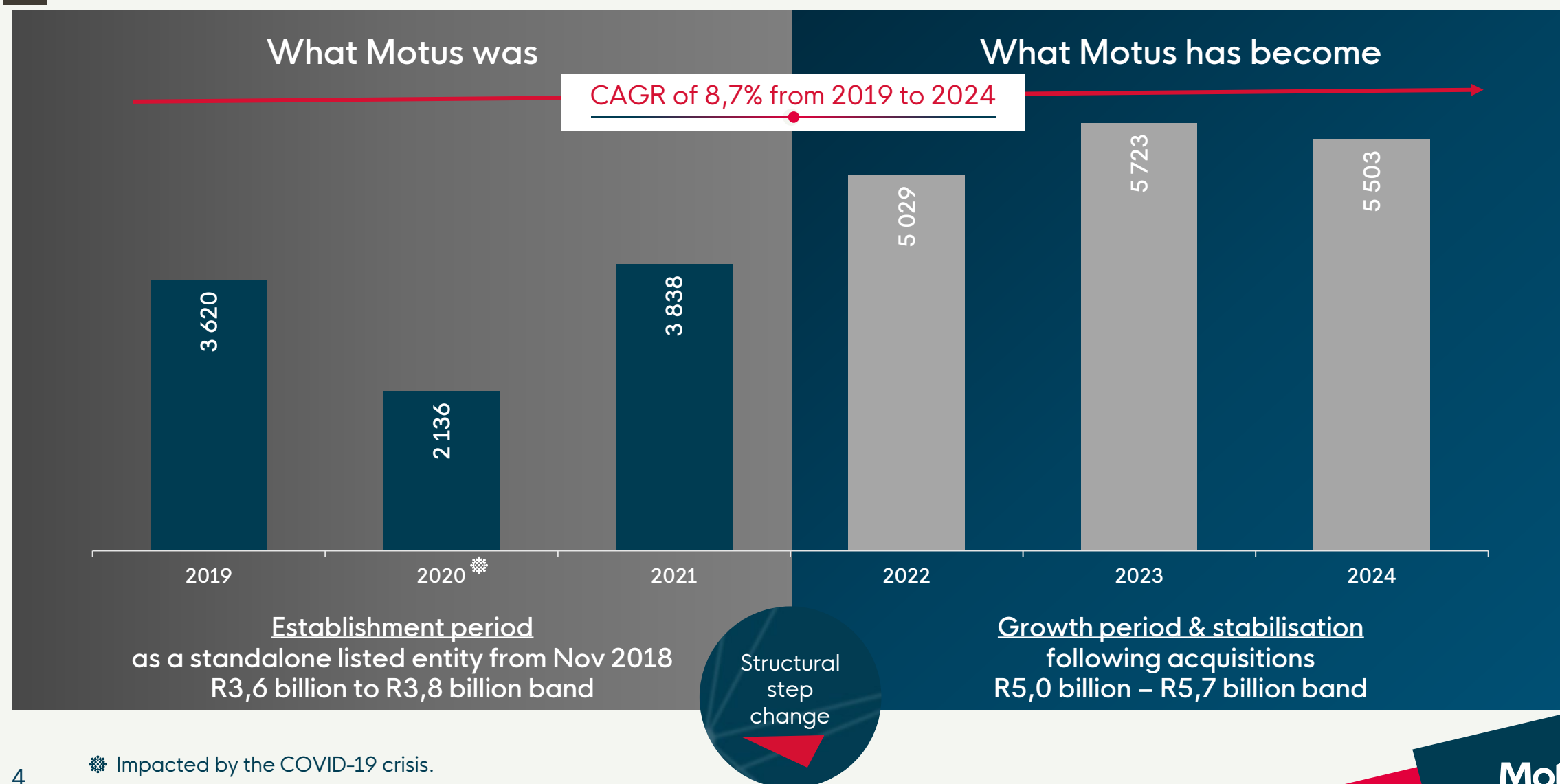
Final dividend at >35% of headline earnings

Total dividend of 520 cents per share

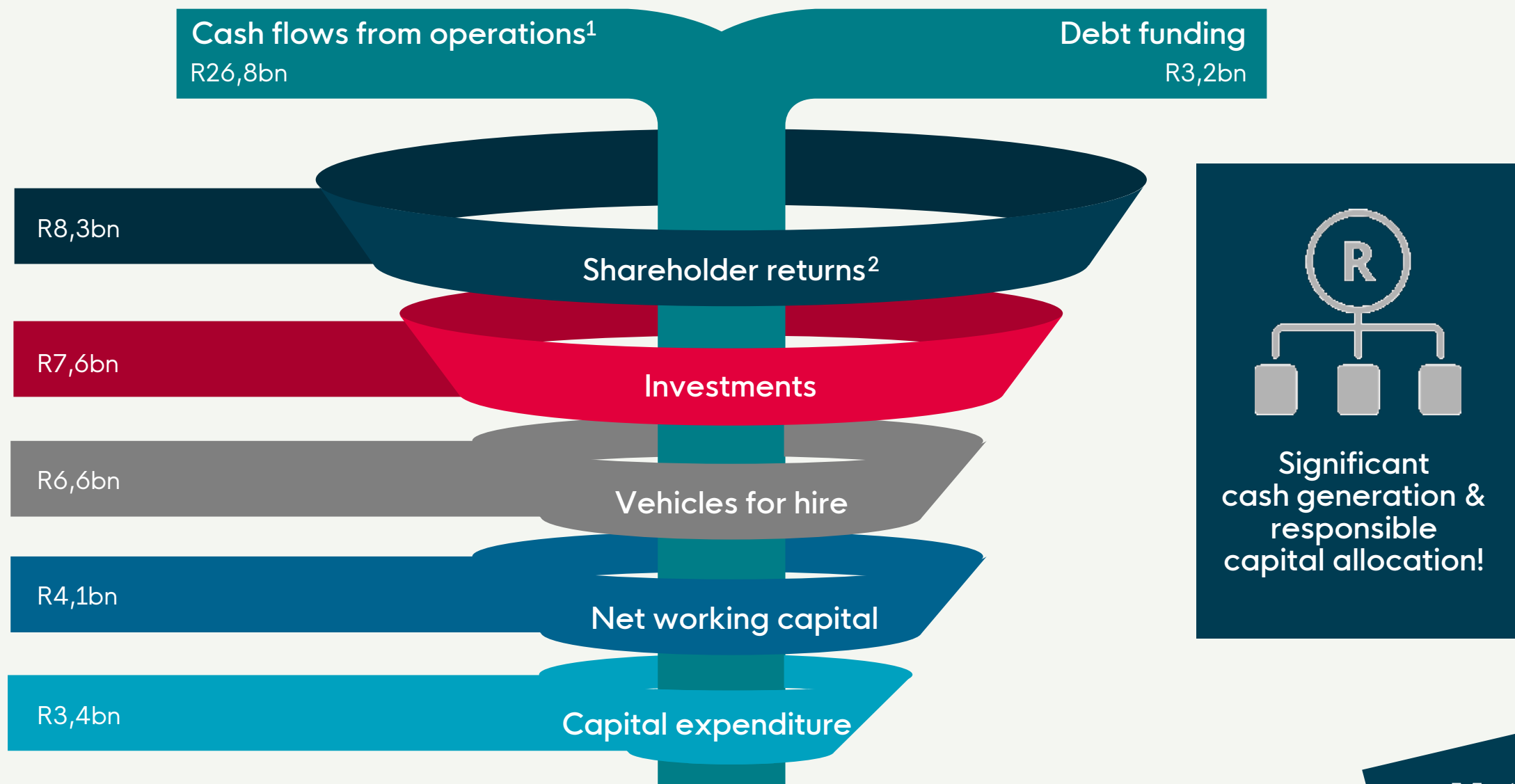
Net asset value at R102 per share

Operating profit since unbundling

(Rm)



Cash flows since unbundling



ESG milestones | Social

Transformation journey

Our commitment to transformation in SA has given us a foundation to drive a more inclusive & diverse workplace across all our operations.

Management level Black representation	2019	2024
Top	31%	50%
Senior	36%	54%
Middle	43%	53%
Junior	63%	76%

Black representation in SA of 79%
(2019: 73%)

Black DP representation in SA of 58%
(2019: 40%)

Group female representation of 32%
(2019: 30%)

Education

- 81 resource centres
(2019: 39)
- Over 94 000 learners
(2019: over 43 000)
- 110 librarians
employed
(2019: 82)

Safe scholar programme

- 2 905 schools
(2019: 1 600)
- 2,4 million learners
(2019: over 1,5 million)
- 103 000 reflective
sashes

Unjani clinic network

- 215 health facilities
- 705 staff
- 94 000 average
monthly consults

ESG milestones | Environmental



Total Fuel[#]

June 2024 –
~20 071 million litres

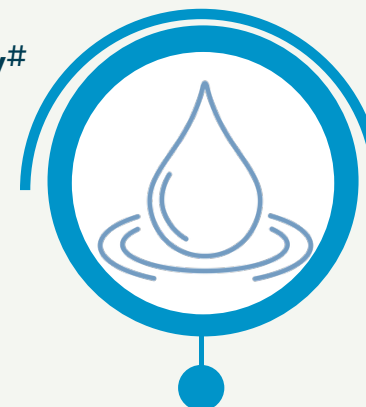
Reduced by ~9,8%
from 2019



Purchased Electricity[#]

June 2024 –
~66 307 kWh

Reduced by ~17,3%
from 2019



Water[#]

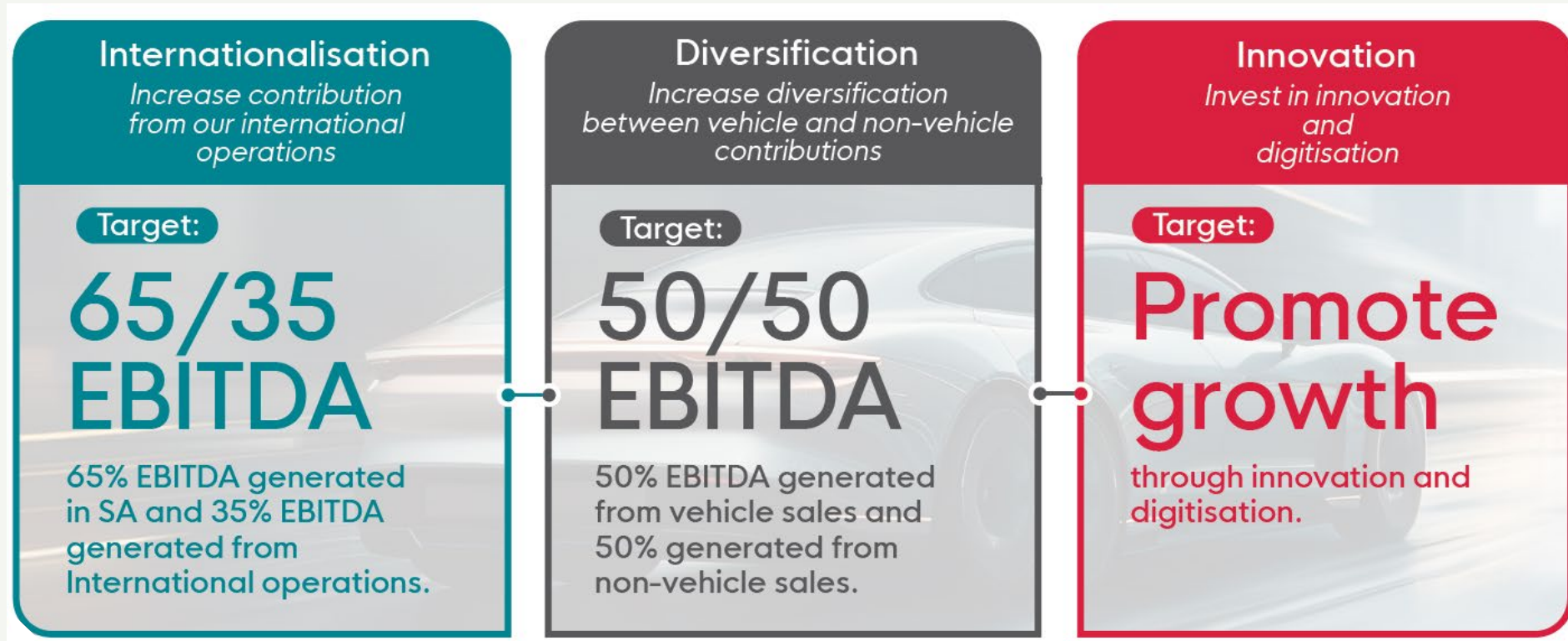
June 2024 –
~659 608 million litres

Increased by ~7,9%
from 2019



Key focus areas for business growth & sustainability

To further enhance the sustainability of the Group, whilst reducing cyclicalities & providing a counter to weak economies, three priorities have been identified:



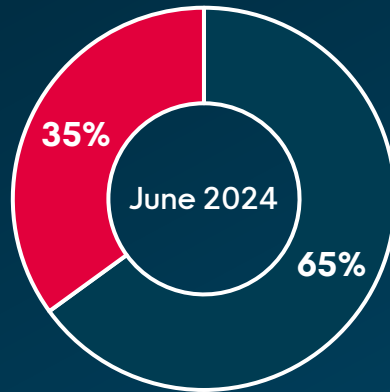
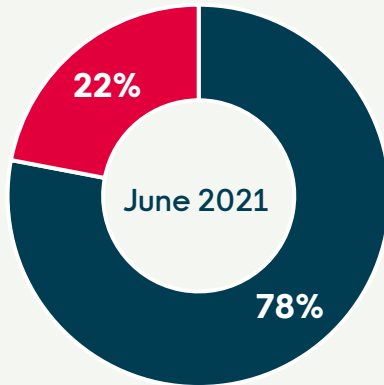
Refer slide 9

Refer slide 10

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Key focus areas for business growth & sustainability | Internationalisation

Tracking of progress:



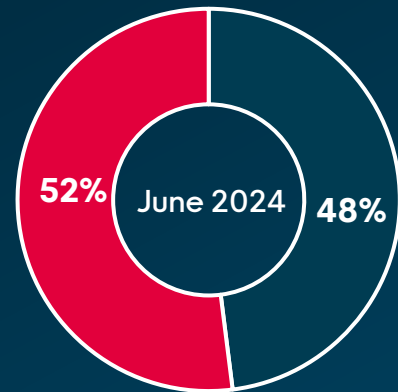
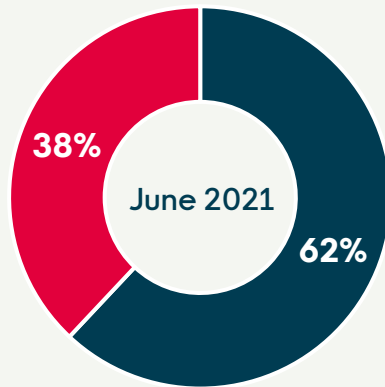
Target = 65%/35%
EBITDA split

✓ Achieved

- Improved EBITDA contribution from:
 - Aftermarket Parts segment: largely due to acquisitions.
 - UK Retail segment: largely due to improved passenger & commercial divisions performance & acquisitions.
 - Australia Retail segment: largely due to improved performance & acquisitions.
 - Favourable foreign currency translations.

Key focus areas for business growth & sustainability | Diversification

Tracking of progress:



Target = 50%/50%
EBITDA split

✓ Achieved

- Improved EBITDA contribution from:
 - Aftermarket Parts segment: largely due to acquisitions.
 - Mobility Solutions segment: largely due to improved bank alliance profitability, higher interest income & additional profits generated by new products launched.
 - Vehicle Rental division: largely due to the recovery of the vehicle rental industry.

Acquisitions supporting Internationalisation & Diversification

International Aftermarket Parts businesses (UK & Asia)

- Exceeded expectations on financial performance.
- Generating significant free cash flows with fast-moving inventory.

Strategies

- Synergies post UK acquisitions of FAI (wholesale) & MPD (retail) are gaining traction, supported by new distribution centres in Poland & Milton Keynes (UK).
- Consolidated certain buying groups & functions across the businesses which has driven operational efficiencies.
- One global procurement & supply chain management department established.
- Expanded product offering & established own brand (*FAI PRO*).
- Unlocked new markets & further growing the European business.
- Enhance margins by continuing to source quality products from Asia.

Internationalisation

Diversification



Acquisitions supporting Internationalisation

Expansion of UK Retail

- UK Retail vehicle revenue increased by 63% from 2019, which was also supported by acquisitions since unbundling.
- Benefitting from economies of scale.
- Strong aftersales contributions.



Internationalisation

Expansion of Australia Retail

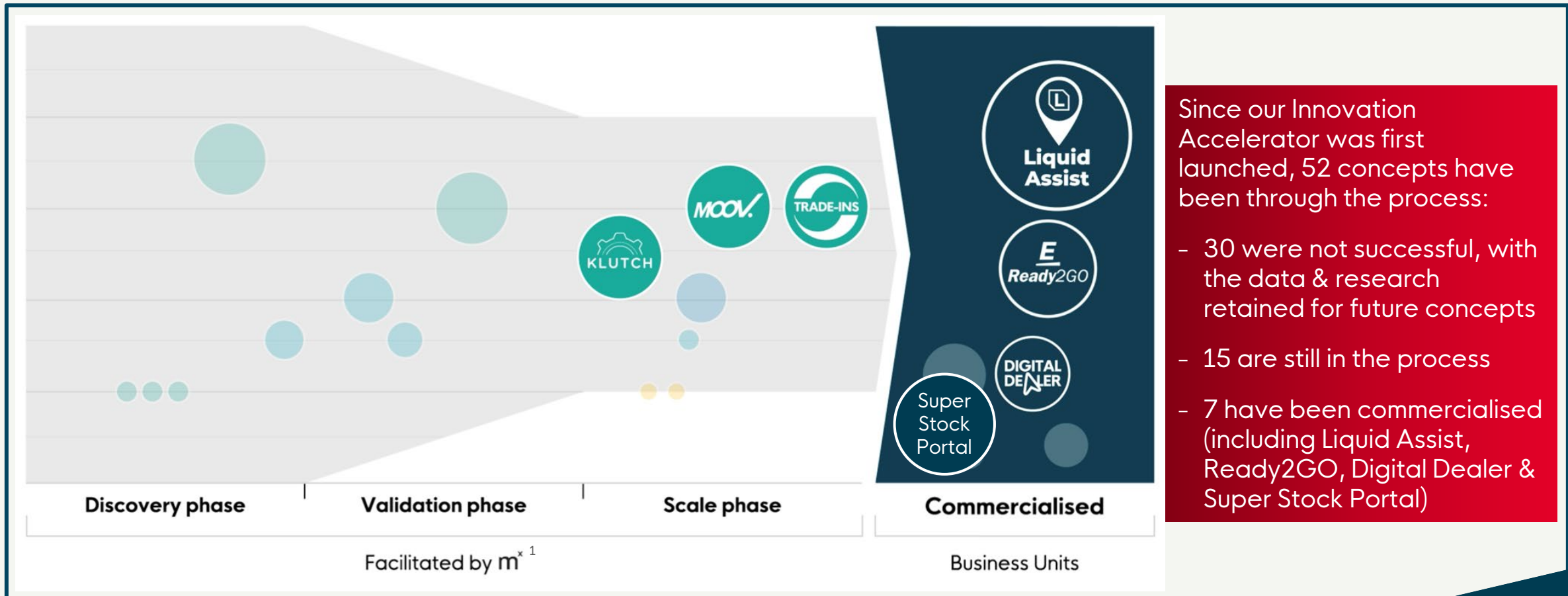
- Australia Retail vehicle revenue doubled from 2019, which was also supported by acquisitions since unbundling.
- Increased from 28 dealerships in 2019 to 47 in 2024.
- Strong volume brands.



Internationalisation



Key focus areas for business growth & sustainability | Innovation

We have built a powerful innovation culture & capability that allows us to adapt to changing customer behaviour & proactively shape the shifting market by responding to unmet customer needs.



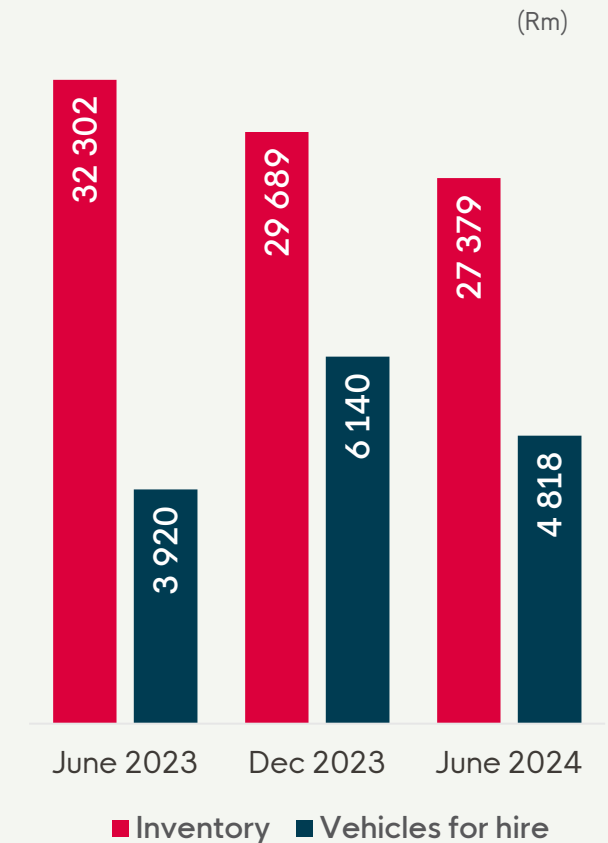
Strategic acquisitions

The Group acquired the following significant bolt-on dealerships since 1 July 2023 for a total net cash purchase consideration of R553 million:

Acquisition	Segment	Transaction	Effective Date	Net cash purchase consideration	Estimated annualised EBITDA	Diversification	Internationalisation
Solway Vehicles Distribution	UK Retail	Four DAF commercial vehicle dealerships in North West England & Southern Scotland.	3 July '23	R263 million	R57 million	Vehicle	International 
Wagga Wagga	Australia Retail	Multi-franchise dealerships representing nine brands across two sites, operating in New South Wales.	10 Oct '23	R290 million	R63 million	Vehicle	International 

Progress against key initiatives to reduce inventory & vehicles for hire

Initiatives	Progress
Inventory	<p>Following OEM engagements, most reduced orders & provided financial assistance, such as FOB support, marketing support & retail support ("cash on the bonnet").</p> <p>Internal targets were set, with continuous reforecasting & measurement.</p> <p>Operations made strong progress against inventory targets, with the Group reducing inventory by R4,9 billion from 30 June 2023.</p> <p>This reduction is despite vehicle & parts inflation, weak currency & reduced vehicle demand.</p>
Vehicles for hire	<p>Internal targets were set, with continuous reforecasting & measurement.</p> <p>Operations made strong progress against vehicle for hire targets, with the Group reducing vehicle for hire by R1,3 billion from 31 December 2023 to 30 June 2024.</p> <p>This reduction is despite vehicle rental companies extending their fleet season, delaying the defleet cycle to July (usually April/May). New vehicles will replace them during the upfleet cycle.</p>

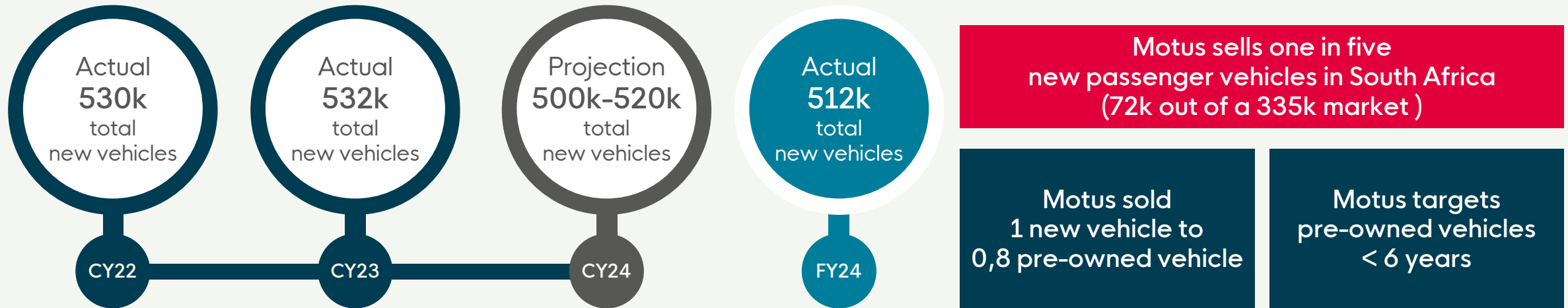


Guidance recap

Financial measure	Previous guidance provided ¹	Achievement
Revenue	Deliver single digit revenue growth	Revenue up 7%
EBITDA	Deliver EBITDA in line with prior year	EBITDA up 3%
Earnings per share & Headline earnings per share	EPS & HEPS will be down between 25% to 35%	EPS & HEPS down 28%

- We generated **strong cash flows from operating activities** of R3,5 billion (2023: outflow of R1,2 billion).
- We **remain well within agreed bank covenant levels**, with **more than sufficient available funding facilities** of R13,5 billion.

The South African vehicle market



Current trends favouring Motus' market share

- Buying-down trend is continuing:
 - Changing to less premium brands.
 - Changing to lower category vehicle models.
- Customers have access to an omni-channel experience, with Motus investing in online platforms.

Passenger market share | Importer brands

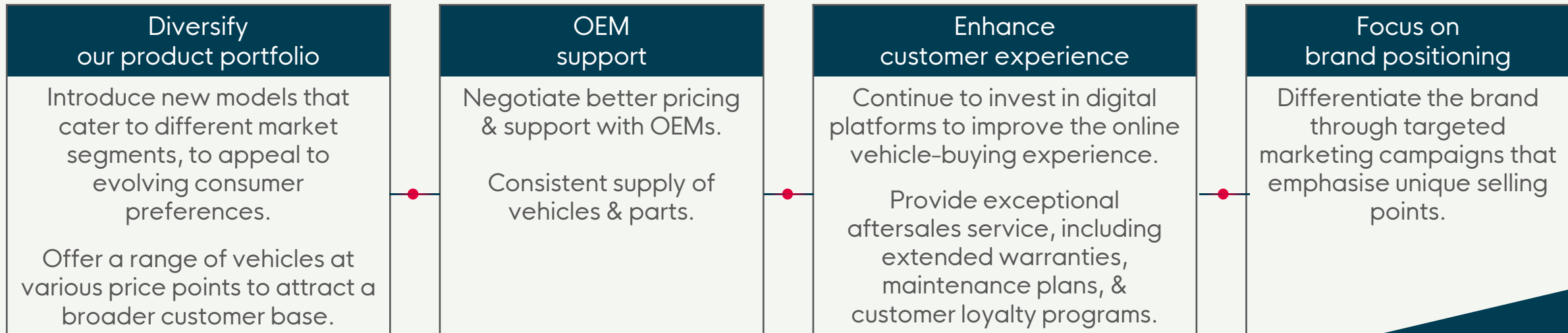
Internal
target
18% - 20%

Importer (%)	June 2024
Hyundai	7,8
Renault	5,3
Kia	4,2
Mitsubishi	0,5
Total	17,8

Our Importer brands' market share has been impacted by:

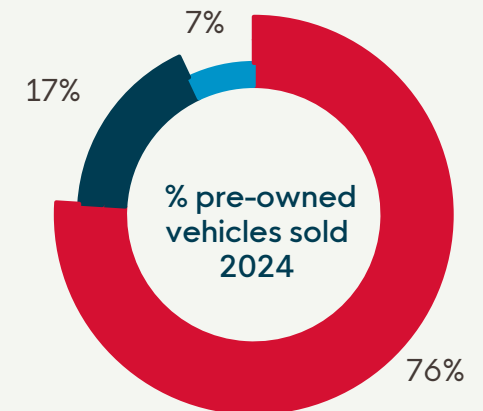
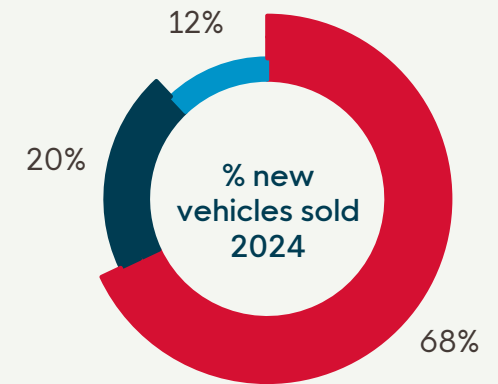
- OEMs no longer manufacturing certain entry-level volume models, lower allocation of current production or short supply.
- Very competitive environment, with other brands also offering appealing discounts.
- High price increases from OEMs, coupled with currency devaluation.

Our response



Vehicle unit sales

Units	2024	2023	% change
New	115 899	126 826	(9)
- SA	79 449	95 418	(17)
- UK	22 901	21 698	6
- Australia	13 549	9 710	40
Pre-owned	86 724	85 752	1
- SA	65 463	64 963	1
- UK	15 056	15 798	(5)
- Australia	6 205	4 991	24
Total	202 623	212 578	(5)
- SA	144 912	160 381	(10)
- UK	37 957	37 496	1
- Australia	19 754	14 701	34



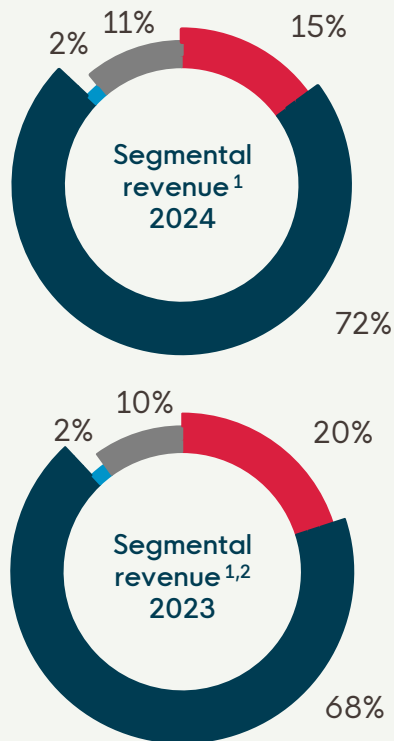
■ SA

■ UK

■ Australia

Revenue contribution per segment

Rm	2024	2023 ²	% change
Revenue	113 764	106 538	7

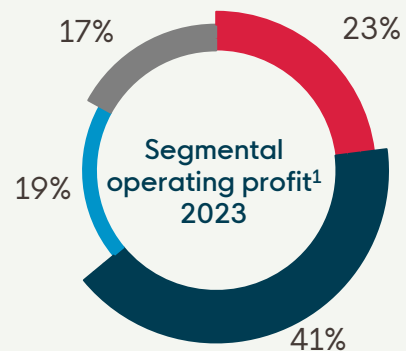
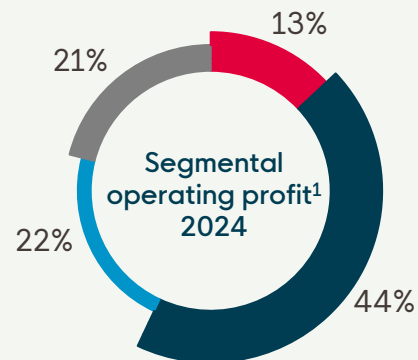


■ Import and Distribution ■ Retail and Rental
 ■ Mobility Solutions ■ Aftermarket Parts

■ 2023² ■ 2024

Operating profit contribution per segment

Rm	2024	2023	% change
Operating profit	5 503	5 723	(4)



■ Import and Distribution ■ Retail and Rental
■ Mobility Solutions ■ Aftermarket Parts



■ 2023 ■ 2024

Financial highlights

Revenue

↑7%

R113 764 million

(2023: R106 538 million)¹

EBITDA

↑3%

R8 310 million

(2023: R8 083 million)

Operating profit

↓4%

R5 503 million

(2023: R5 723 million)

Profit before tax

↓26%

R3 218 million

(2023: R4 357 million)

Earnings
per share

↓28%

**1 450 cents
per share**

(2023: 2 008 cents per share)

Headline earnings
per share

↓28%

**1 479 cents
per share**

(2023: 2 046 cents per share)

Total dividend per share

520 cents per share

(2023: 710 cents per share)

Financial highlights (cont.)

Net asset value
per share

**10 203 cents
per share**

(2023: 10 189 cents per share)

Return on
invested capital¹

10,8%

(2023: 14,1%)

Equity to
net debt structure

57% : 43%

(2023: 56% : 44%)

Net debt
to EBITDA
(debt covenant)

1,9 times

(2023: 1,8 times)

(Required: to be less than 3 times)

Cash flows from
operating activities

R3 533 million

(2023: outflow of R1 187 million)

EBITDA
to net interest
(debt covenant)

3,7 times

(2023: 6,4 times)

(Required: to be more than 3 times)

Financial overview

Extracts from Statement of Profit or Loss for the year ended 30 June 2024

Rm	2024	2023	% change
Revenue	113 764	106 538	7
EBITDA	8 310	8 083	3
EBITDA margin (%)	7,3	7,6	
Operating profit	5 503	5 723	(4)
Operating margin (%)	4,8	5,4	

Comments

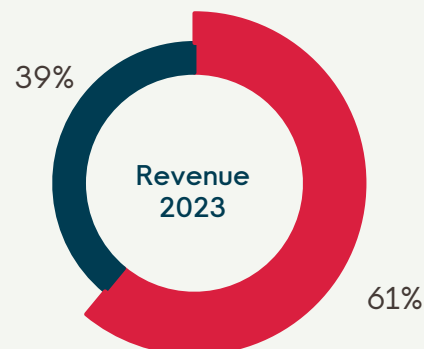
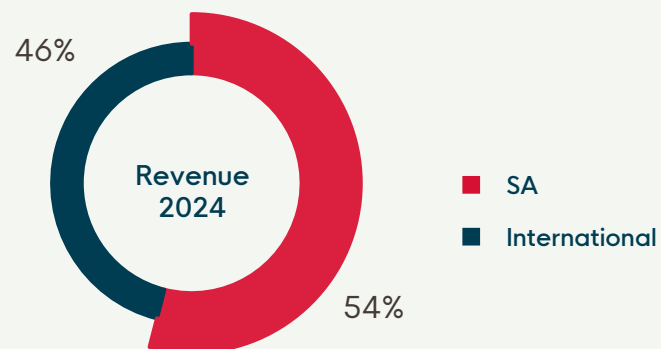
- **Revenue** increased by 7%:
 - driven by the following segments: Retail & Rental, Aftermarket Parts & Mobility Solutions; &
 - offset by decreased contribution from the Import & Distribution segment.
- **EBITDA** increased by 3%, mainly as a result of increased gross profit.
- **Operating profit** decreased by 4% due to:
 - margin pressure, strong competition & reduced demand experienced by Import and Distribution, SA Retail & SA Aftermarket Parts.
 - offset by:
 - the strong performance in our international retail businesses (UK & Australia);
 - the continued recovery of the vehicle rental sector;
 - the contribution from the International Aftermarket Parts business; &
 - the growth in Mobility Solutions.

Financial overview (cont.)

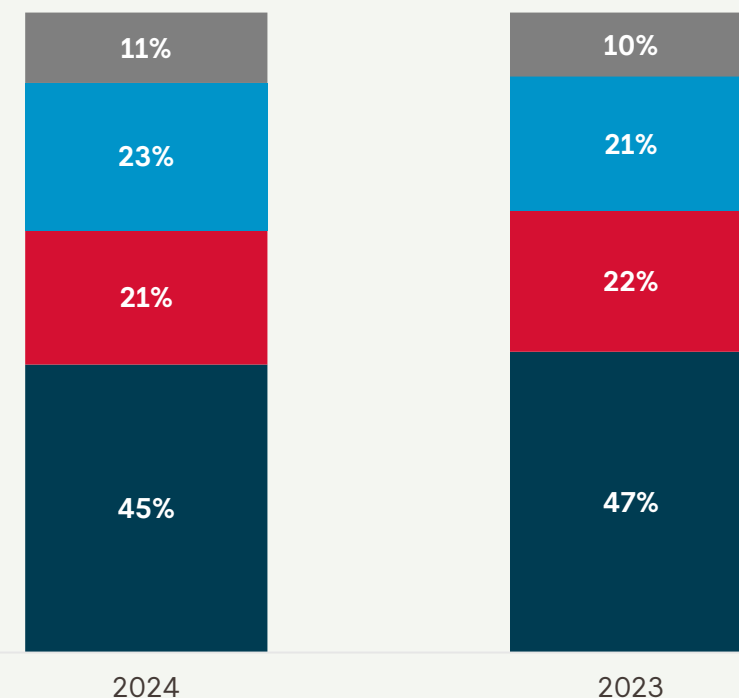
Revenue streams for the year ended 30 June 2024

Rm	2024	2023 ¹	% change
Sale of new vehicles	51 727	49 472	5
Sale of pre-owned vehicles	23 933	23 327	3
Sale of parts and other goods ¹	26 056	22 606	15
Rendering of services ¹	11 653	10 712	9
Insurance revenue ¹	395	421	(6)
Total revenue	113 764	106 538	7

Revenue contribution per geography



Revenue contribution per stream



- Sale of new vehicles
- Sale of pre-owned vehicles
- Sale of parts and other goods
- Rendering of services & Insurance revenue

Financial overview (cont.)

Extracts from Statement of Profit or Loss for the year ended 30 June 2024 (cont.)

Rm	2024	2023	% change
Operating profit	5 503	5 723	(4)
Impairment of property, plant and equipment, net of profit/(losses) on disposal	(27)	17	(>100)
Other capital costs	-	(51)	(100)
Net foreign exchange movements	(69)	20	(>100)
Net finance costs	(2 189)	(1 352)	62
Profit before tax	3 218	4 357	(26)

Comments

- **Net finance costs** increased mainly due to:
 - higher average net working capital & vehicles for hire;
 - additions to fixed assets;
 - the financing of acquisitions & investments;
 - high interest rates across all the geographies we operate in; &
 - increased finance cost on lease liabilities.

Financial overview (cont.)

Extracts from Statement of Profit or Loss for the year ended 30 June 2024 (cont.)

Rm	2024	2023	% change
Profit before tax	3 218	4 357	(26)
Income tax expense	(739)	(947)	(22)
Profit for the year	2 479	3 410	(27)
Attributable to non-controlling interests	(43)	(56)	(23)
Attributable profit to owners of Motus	2 436	3 354	(27)
Effective tax rate (%)	23,3	21,9	

Comments

- **Effective tax rate** is 23,3%:
 - The effective tax rate is lower than the Company tax rate of 27% in SA mainly due to exempt dividend income.
 - The base tax rates across our main geographies include SA at 27%, the UK at 25% & Australia at 30%.

Financial overview (cont.)

Earnings & dividends for the year ended 30 June 2024

	2024	2023	% change
Earnings (Rm)	2 436	3 354	(27)
Headline earnings (Rm)	2 484	3 416	(27)
Weighted average number of shares (millions)	168	167	1
Basic earnings per share (cents)	1 450	2 008	(28)
Diluted basic earnings per share (cents)	1 400	1 928	(27)
Headline earnings per share (cents)	1 479	2 046	(28)
Diluted headline earnings per share (cents)	1 428	1 963	(27)

Comments

- **Basic EPS & HEPS** decreased by 28% due to:
 - reduced earnings; &
 - increased weighted average number of shares.

Financial overview (cont.)

Business segment overview - Import and Distribution

	HY1 2024	HY2 2024	2024 audited	2023 audited	% change 2023 audited
Revenue (Rm)	9 954	9 321	19 275	24 596	(22)
Operating profit (Rm)	377	403	780	1 416	(45)
Operating margin (%)	3,8	4,3	4,0	5,8	

Comments

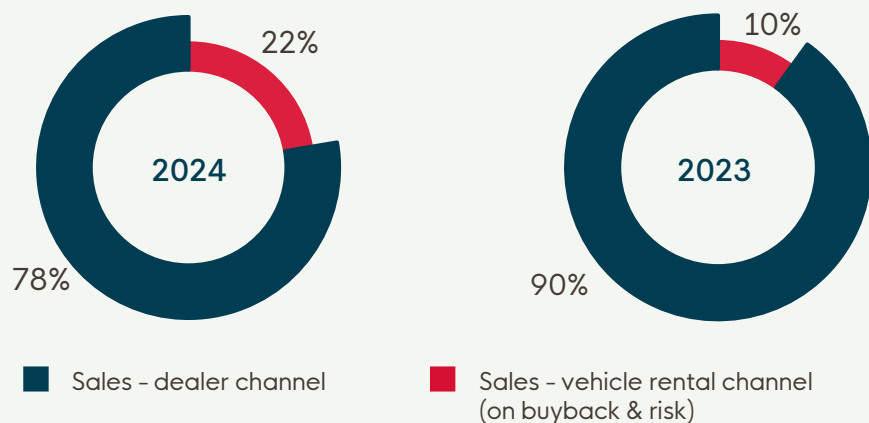
- **Revenue** decreased by 22% mainly due to:
 - reduced sales to the dealer channel & increased sales to vehicle rental on buyback (revenue not recognised); &
 - offset by increased selling prices.
- **Operating profit** decreased by 45% mainly due to:
 - reduced volumes as a result of increased competition & reduced consumer demand;
 - increased cost of vehicles (OEMs pricing, freight costs & weaker exchange rates compared to prior year);
 - the Importers provided additional price support to the dealership network in order for products to remain competitively priced.



Financial overview (cont.)

Business segment overview – Import and Distribution (cont.)

Channel sales split



Forward cover

Our importers have the following forward cover:

- **Euro:** to March 2025 at average rates of R20,58¹.
- **US Dollar:** to March 2025 at average rates of R18,59¹.

Other considerations

- The importer brands continue to face market pressure & are being negatively impacted by:
 - the slow-down in consumer demand;
 - strong competition from the Asian brands entering the market; &
 - consumers buying-down to entry-level vehicles which is negatively impacting the mix of vehicles sold.
- The excess supply of stock by all OEMs during the year negatively impacted margins as supply exceeded demand.

Financial overview (cont.)

Business segment overview – Retail and Rental

	HY1 2024	HY2 2024	2024 audited	2023 audited	% change 2023 audited
Revenue (Rm)	46 129	45 707	91 836	84 404	9
Operating profit (Rm)	1 262	1 323	2 585	2 550	1
Operating margin (%)	2,7	2,9	2,8	3,0	

Comments

- **Revenue & operating profit** increased by 9% & 1%, respectively – refer following slides.
- Currency translation of the international operations contributed positively as a result of the weaker Rand during the year.
- Across all geographies in which the segment operates, we are being negatively impacted by the increased higher-than-normal cost of vehicles & parts, as well as higher inflationary operating costs.



Financial overview (cont.)

Business segment overview – Retail and Rental (cont.)



SA Retail

Revenue & operating profit decreased by 5% & 34%, respectively, mainly due to reduced volumes as a result of reduced consumer demand & increased competition.

The business sold:

- 45 151 new units (2023: 55 786); &
- 63 967 pre-owned units (2023: 64 140).

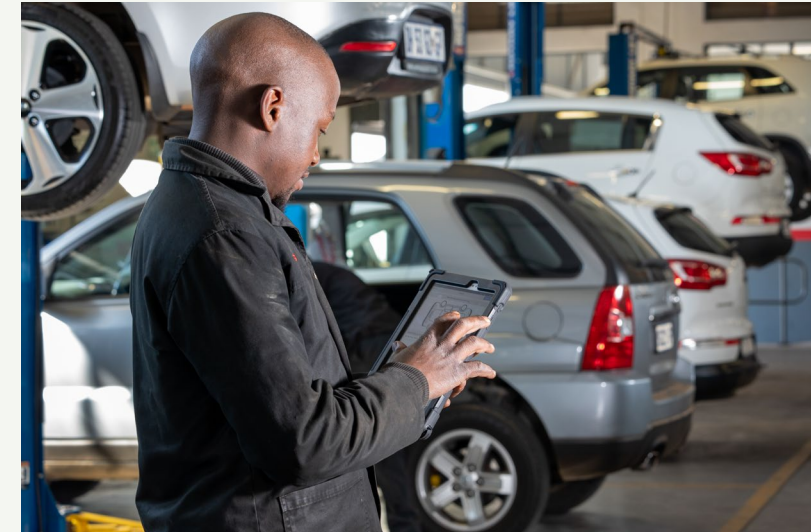


Vehicle Rental

Revenue & operating profit increased by 9% & 28%, respectively, mainly as a result of:

- increased vehicle rental activity relating to increased travel in the leisure & international channels;
- increased revenue days; &
- increased average daily rate.

Achieved average vehicle utilisation levels of 71%.



Financial overview (cont.)

Business segment overview – Retail and Rental (cont.)



UK Retail

Revenue & operating profit increased by 21% & 34%, respectively.

- Both the passenger & commercial divisions delivered strong results & were positively impacted by:
 - increased passenger volumes (off the back of improved inventory availability);
 - increased aftersales contributions for the commercial vehicle business; &
 - contributions from the bolt-on DAF dealerships acquisition.
- Sold 22 901 new units (2023: 21 968) & 15 056 pre-owned units (2023: 15 798).
- Pre-owned vehicle sales & operating margins were under pressure as new passenger vehicle availability improved, in addition to the increased fleet deals at low margins & competitive pricing.



Financial overview (cont.)

Business segment overview – Retail and Rental (cont.)



Australia Retail

Revenue & operating profit increased by 42% & 54%, respectively.

- Improved performance is attributed to increased sales & improved margins as a result of:
 - the consistent availability of inventory;
 - the fulfilment of back-order commitments; &
 - additional contributions from the bolt-on dealerships acquisition.
- Sold 13 549 new units (2023: 9 710) & 6 205 pre-owned units (2023: 4 991).



Financial overview (cont.)

Business segment overview – Mobility Solutions

	HY1 2024	HY2 2024	2024 audited	2023 audited	% change 2023 audited
Revenue ¹ (Rm)	1 355	1 212	2 567	2 520	2
Operating profit ² (Rm)	616	658	1 274	1 141	12

Comments

- **Revenue** increased by 2% mainly as a result of:
 - the increase in fleet revenue as a result of improved vehicles for hire activity;
 - improved lead optimisation;
 - new products that were launched;
 - the development of new channels to market; &
 - offset by lower VAPS sold due to reduced Importer vehicle sales.
- **Operating profit** increased by 12% mainly due to:
 - improved bank alliance profitability;
 - higher interest income; &
 - additional profits generated by new products launched.

35 ¹Revenue in the comparative period has been restated due to the adoption of IFRS 17.

²Operating profit includes profit streams without associated revenue.



Financial overview (cont.)

Business segment overview – Aftermarket Parts

	HY1 2024	HY2 2024	2024 audited	2023 audited	% change 2023 audited
Revenue (Rm)	7 172	7 215	14 387	12 406	16
Operating profit (Rm)	605	635	1 240	1 043	19
Operating margin (%)	8,4	8,8	8,6	8,4	

Comments

- **Revenue & operating profit** increased by 16% & 19%, respectively.
- As a result of the internationalisation strategy & acquisitive investments in the UK & Asia in recent years, the segment is now a meaningful contributor to the overall profitability of the Group.

Refer following slides.



Financial overview (cont.)

Business segment overview – Aftermarket Parts (cont.)



Revenue & operating profit decreased by 1% & 16%, respectively due to:

- reduced customer demand;
- poor inventory availability;
- delays at the ports impacted lead times of imported products; &
- offset by increased contributions from our canopy business.

Margins remain under pressure due to:

- above inflationary increases in distribution & delivery costs;
- competitors being aggressive on price; &
- reduced disposable income for our targeted customer base.



Financial overview (cont.)

Business segment overview – Aftermarket Parts (cont.)

International

Revenue & operating profit increased by 35% & 41%, respectively.



UK

- **Revenue & operating profit** increased by 48%, with the MPD business being included for the full year (acquired October 2022).
- The UK business continues to deliver ahead of expectations, contributing positively to revenue & operating profit growth.
- Despite pressure on consumers due to higher inflation, revenue in the UK remains steady due to selling price increases & a buoyant market.
- Margins were affected by the inflationary impact on significant costs such as delivery costs, energy costs, & above inflation minimum wage increases which resulted in higher staff costs.



Asia

- **Revenue** declined by 9%, with **operating profit** growth.
- The business ended the year strongly despite reduced demand from SA & the rest of the world.



Financial overview (cont.)

Statement of Financial Position as at 30 June 2024

Rm Assets	2024	2023	% change
Goodwill and intangible assets	6 490	6 572	(1)
Investments in associates and joint ventures	271	277	(2)
Property, plant and equipment	8 190	8 309	(1)
Right-of-use assets	3 162	3 410	(7)
Investments and other financial instruments ¹	481	6	>100
In-substance insurance contracts ¹	222	252	(12)
Vehicles for hire	4 818	3 920	23
Net working capital asset (refer next slide)	13 061	14 362	(9)
Taxation assets	1 688	1 618	4
Assets classified as held-for-sale	727	376	93

Comments

- **Right-of-use assets** decreased mainly due to depreciation, currency adjustments & derecognition of leases. Offset by new leases entered into, renewals or extensions & bolt-on dealership acquisitions.
- **Investments and other financial instruments** increased mainly due to the additional investment in a banking alliance & the related fair value adjustments.
- **Vehicles for hire** increased due to up-fleets with vehicle rental companies & the increased average cost of vehicles.
- **Assets classified as held-for-sale** increased due to additional non-strategic properties identified for sale, mainly retail properties.

39 ¹In-substance insurance contracts have been recognised as a result of the adoption of IFRS 17.

Financial overview (cont.)

Net working capital as at 30 June 2024

Rm	2024	2023	% change
Inventories	27 379	32 302	(15)
Trade and other receivables	7 451	7 143	4
Derivatives	(182)	306	(>100)
Provisions	(962)	(1 115)	(14)
Trade and other payables	(20 625)	(24 274)	(15)
Total	13 061	14 362	(9)

Comments

Net working capital decreased due to:

- Inventory decreased as a result of management's focus to reduce inventory levels, increasing supply to vehicle rental companies & reducing the volumes ordered from suppliers. Offset by the impact of bolt-on dealership acquisitions.
- The net derivative asset reduced mainly as a result of utilisation of contracts to settle OEM obligations & the strengthening of the Rand.
- Trade & other payables decreased mainly due to a decrease in inventory, a decrease in floorplans from suppliers due to the settlement of OEM obligations & the strengthening of the Rand. Offset by bolt-on dealership acquisitions.
- Trade & other receivables increased mainly due to sales, selling price increases & bolt-on dealership acquisitions. Offset by the strengthening of the Rand.

Financial overview (cont.)

Statement of Financial Position as at 30 June 2024 (cont.)

Rm Liabilities	2024	2023	% change
Contract liabilities (service, maintenance and warranty contracts)	(2 930)	(3 086)	(5)
Lease liabilities	(3 533)	(3 768)	(6)
Core debt (refer next slide)	(11 159)	(12 042)	(7)
Floorplans from financial institutions (refer next slide)	(2 685)	(1 670)	61
Other liabilities	(666)	(774)	(14)

Comments

- **Contract liabilities** decreased due to lower replacement vehicle sales on the back of lower sales volumes. These funds are released to revenue over a two-to-five-year period.
- **Lease liabilities** decreased mainly due to lease payments, currency adjustments & the derecognition of leases. Offset by new leases entered into, renewals or extensions, finance costs & bolt-on dealership acquisitions.

Financial overview (cont.)

Statement of Financial Position as at 30 June 2024 (cont.)

Rm Liabilities	2024	2023	% change
Core debt	(11 159)	(12 042)	(7)
Floorplans from financial institutions	(2 685)	(1 670)	61
Net debt	(13 844)	(13 712)	1

Comments

- **Core debt** decreased due to:
 - the reduction in the net working capital since June 2023;
 - profits generated for the year;
 - the increased utilisation of floorplans from financial institutions;
 - offset by:
 - the increase in vehicles for hire;
 - the debt funding of the bolt-on dealership acquisitions;
 - additions to fixed assets; &
 - an additional investment in a banking alliance.
- **Floorplans from financial institutions** increased mainly due to:
 - up-fleets with vehicle rental companies in Mobility Solutions;
 - utilisation of extended payment terms in our Importer business;
 - improved availability of inventory & buoyant vehicle market in Australia;
 - additional facilities drawn down in the UK to fund vehicle inventory; &
 - offset by reduced inventory levels in SA Retail.

Financial overview (cont.)

Statement of Cash Flows for the year ended 30 June 2024

Rm	2024	2023
Cash generated from operations before movements in net working capital and vehicles for hire	7 563	7 837
Movements in net working capital	797	(5 777)
Movements in vehicles for hire ¹	(2 221)	(1 277)
Cash generated from operations before interest, dividends and taxation paid ¹	6 139	783
Finance costs paid	(2 297)	(1 320)
Finance income received	76	44
Dividend income received	393	377
Taxation paid	(778)	(1 071)
Cash flows from operating activities	3 533	(1 187)

Comments

- The movements in net working capital of R797 million is primarily as a result of the proceeds received from the reduction in inventory. This decrease was offset by a decrease in trade & other payables & the settlement of floorplans from suppliers. Trade & other receivables increased, mainly due to higher sales.
- The increased movements in vehicles for hire of R2,2 billion is due to increased vehicle rental up-fleets required to meet increased demand, which were supported by fleet availability.

43 ¹The movements related to vehicles for hire is now disclosed as part of cash generated from operations before interest, dividends & taxation paid. The comparative amounts have been restated to align with the current year.

Financial overview (cont.)

Statement of Cash Flows for the year ended 30 June 2024 (cont.)

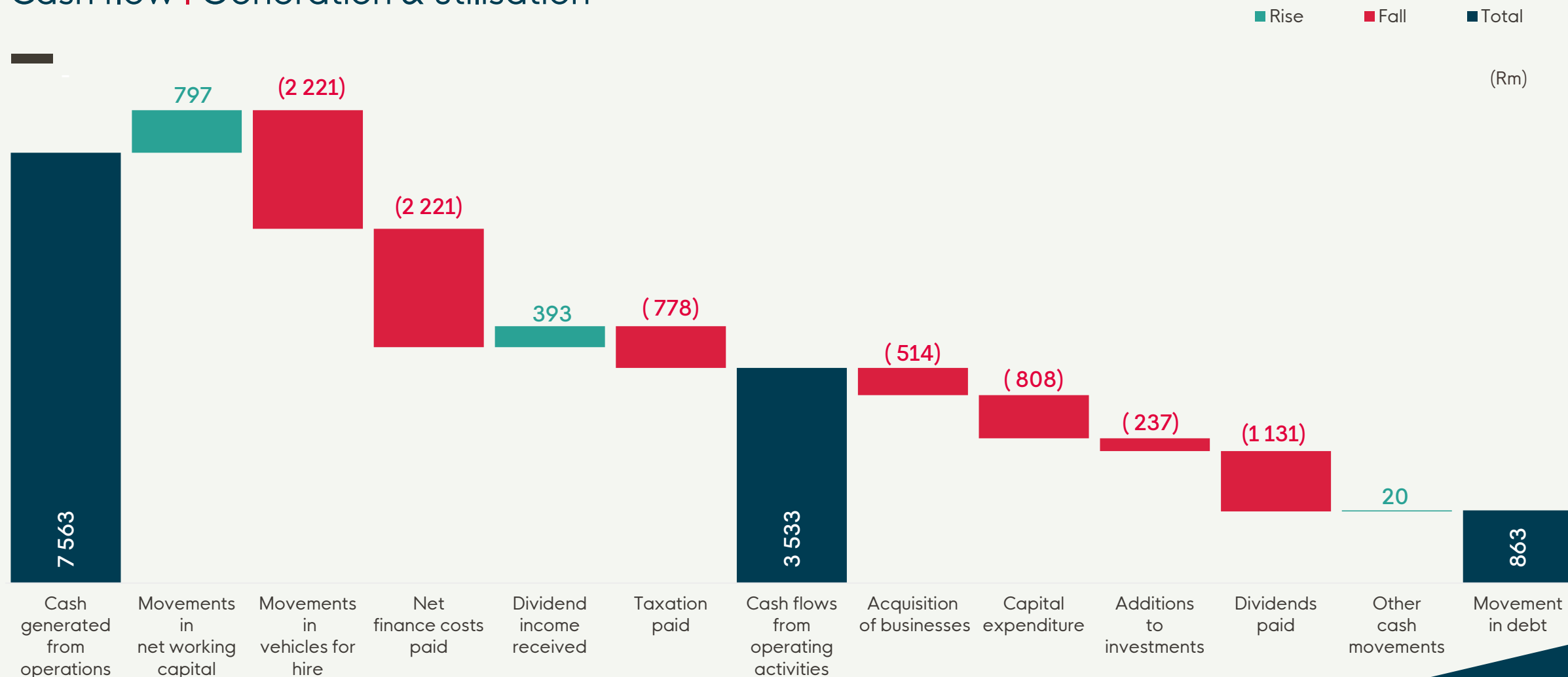
Rm	2024	2023
Cash flows from operating activities	3 533	(1 187)
Cash outflow on the acquisitions and disposals of businesses	(514)	(4 641)
Capital expenditure	(808)	(572)
Movement in investments and investments in associates and joint ventures	(237)	35
Repurchase of own shares	-	(101)
Dividends paid	(1 131)	(1 291)
Other	20	(2)
Decrease/(increase) in debt	863	(7 759)

Comments

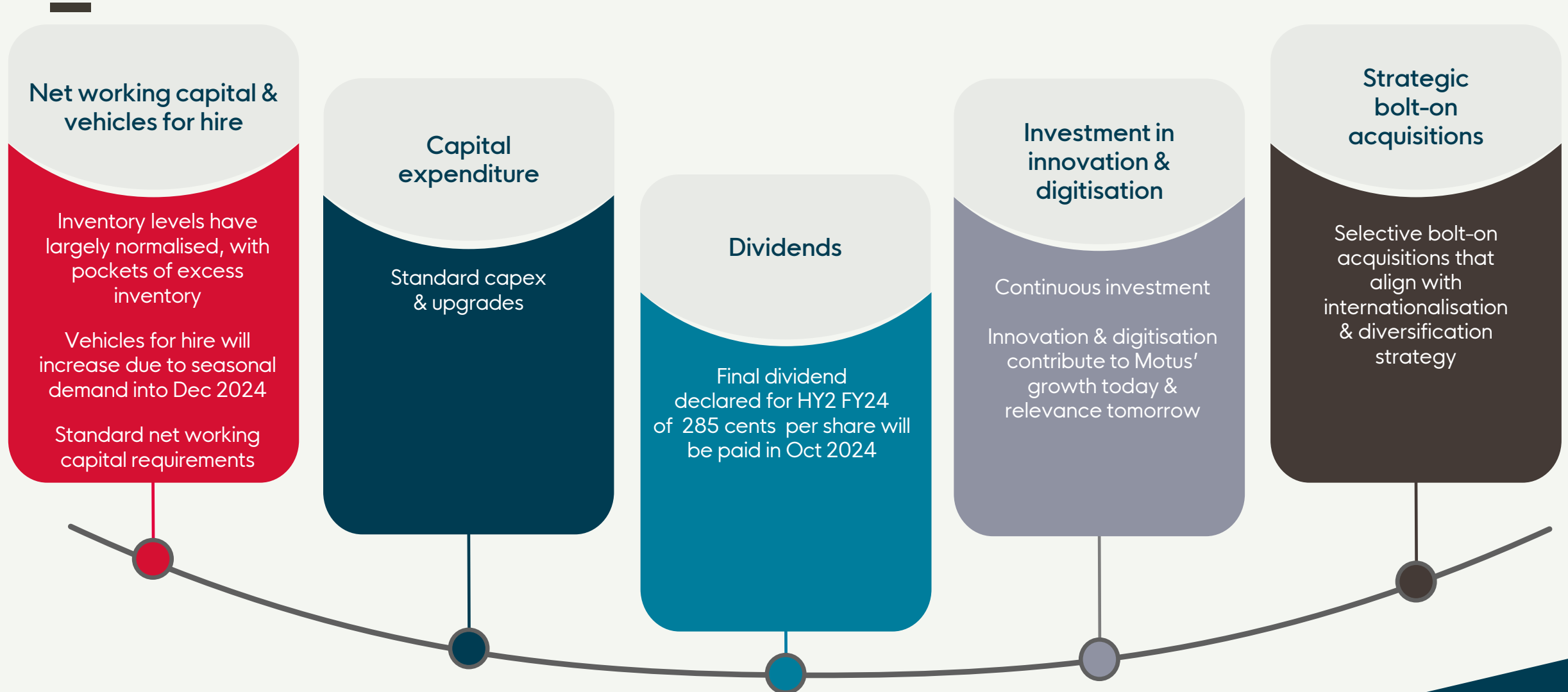
- The bolt-on dealership acquisitions contributed mainly to the net cash outflow on acquisition of businesses of R514 million.
- A final dividend of 410 cents per ordinary share was declared & paid on 9 October 2023 amounting to R717 million & an interim dividend of 235 cents per ordinary share was declared & paid on 2 April 2024 amounting to R412 million.

Financial overview (cont.)

Cash flow | Generation & utilisation



Utilisation of available cash in the short term



Growth strategy | Overview

Key to supporting earnings growth & value creation for stakeholders is our on-going strategic initiatives of internationalisation & diversification, together with organic business initiatives & selective bolt-on acquisitions.

 South Africa	 United Kingdom (and entering Europe)	 Australia
<ul style="list-style-type: none">- Optimise the dealership footprint, including multi-franchising, & ensure correct brand representation.- Grow Mobility Solutions via increased products & services offerings.- Bolt-on complementary acquisitions in Aftermarket Parts which can supplement existing regions & brands where there is an existing Motus presence & infrastructure.	<ul style="list-style-type: none">- Organic growth via products & new jurisdictions.- Bolt-on complementary commercial vehicles acquisitions for service dealers.	<ul style="list-style-type: none">- Bolt-on complementary passenger vehicle acquisitions in the dealer channel which can supplement existing regions & additional brands where there is an existing Motus infrastructure.- Explore avenues of getting aftermarket parts products into the market.

Prospects for the six months ending 31 December 2024

- We expect **steady financial performance** comparing the six months ending 31 December 2024 to the six months ended 31 December 2023:
 - Single digit revenue growth.
 - Marginal operating profit growth.
 - Low double-digit reduction in net finance costs contributing positively to overall earnings.
- We will continue to be **cash generative** & have **sufficient funding facilities**.

We are confident that our integrated business model, diversified income streams & focused strategies will support the Group's sustainability & profitability by minimising the effects of cyclical, currency volatility & dependency on vehicle sales.

Closing remarks



Osman Arbee

- Our intentions for the Group have been clear since the time of our listing in 2018 – to **deliver sustainable growth & dependable value creation to our stakeholders**.
- To achieve this, our **initial priority was to establish the "One Motus" identity & deepen our integrated offering** through divisions that were individually competitive in their segments, & yet highly complementary to each other.
- Our **internationalisation & diversification** strategies assisted in positioning us competitively in the automotive industry.
- I am very proud of Motus' ability to **identify, develop & retain our top leaders**, evidenced again in Ockert's succession. I am confident Ockert, & his team, will build on & grow what we achieved during my tenure.
- Thank you to our **analysts, bankers, shareholders & stakeholders**.
- I thank the **Chairman, every board member, all of management & every staff member**, for their support & contribution to making the last seven years of leading Motus an honour.

I wish you well for the future!

Thank you!



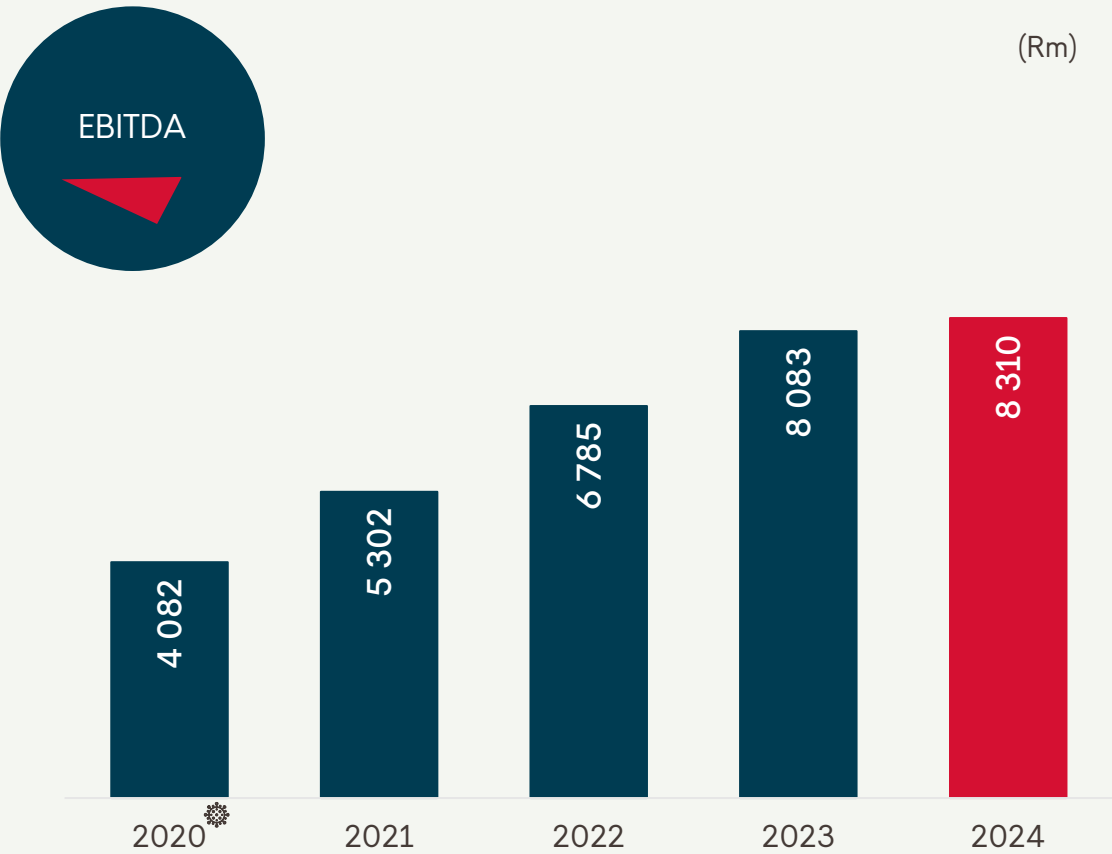
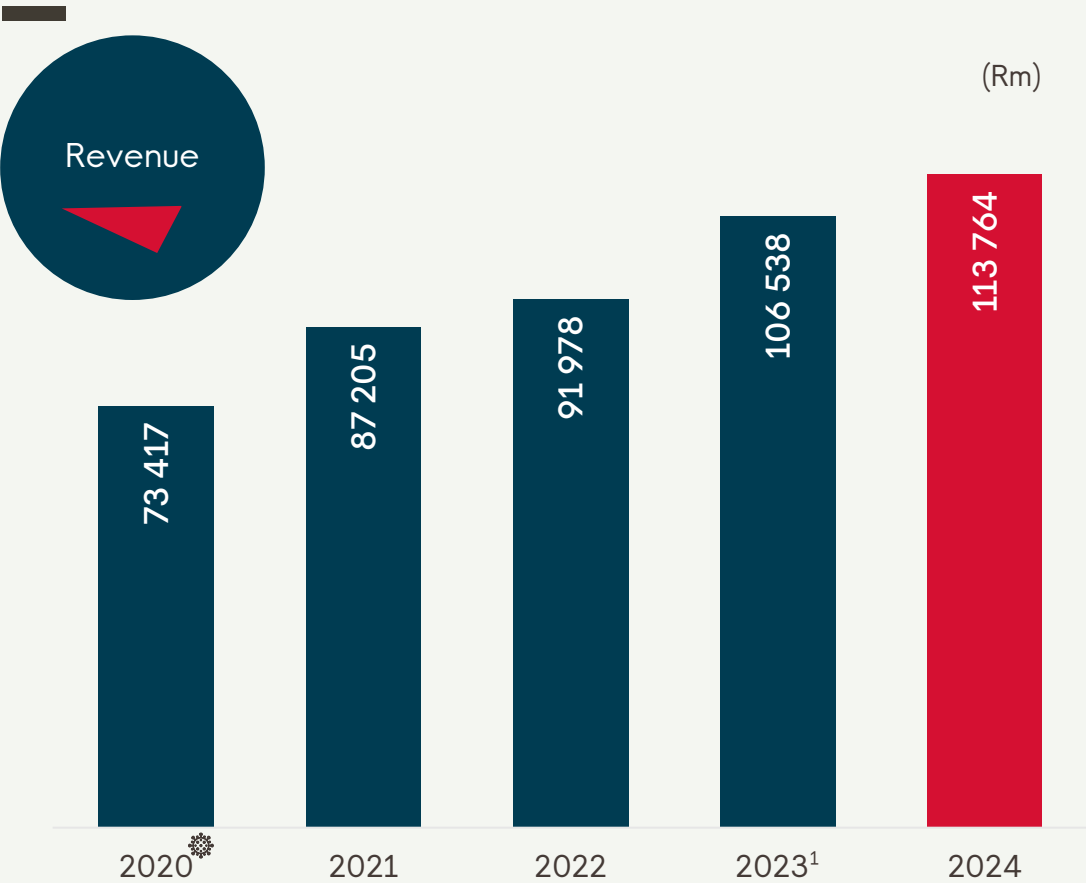
We would like to thank all staff members, customers, suppliers, funders, financial institutions who provided financing to our customers, shareholders & the Board members for their support during these challenging times.

Appendices



Financial overview

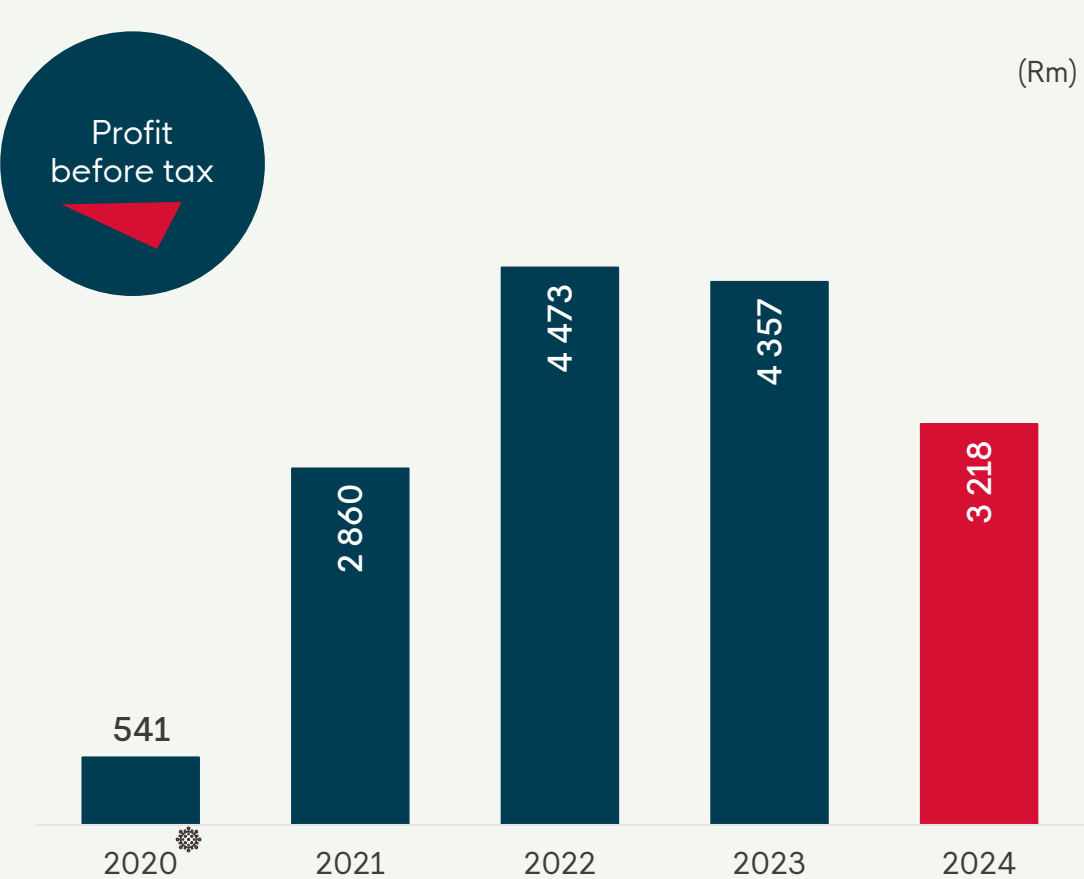
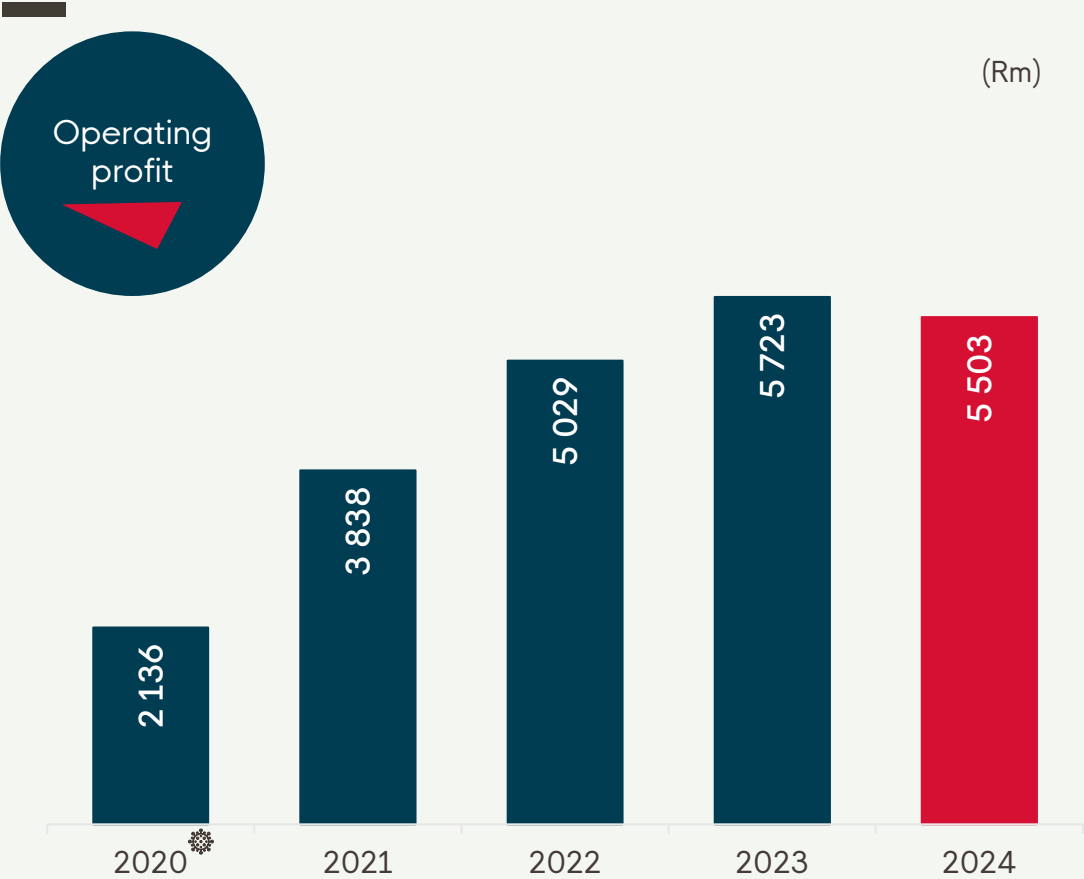
Key Profit or Loss highlights



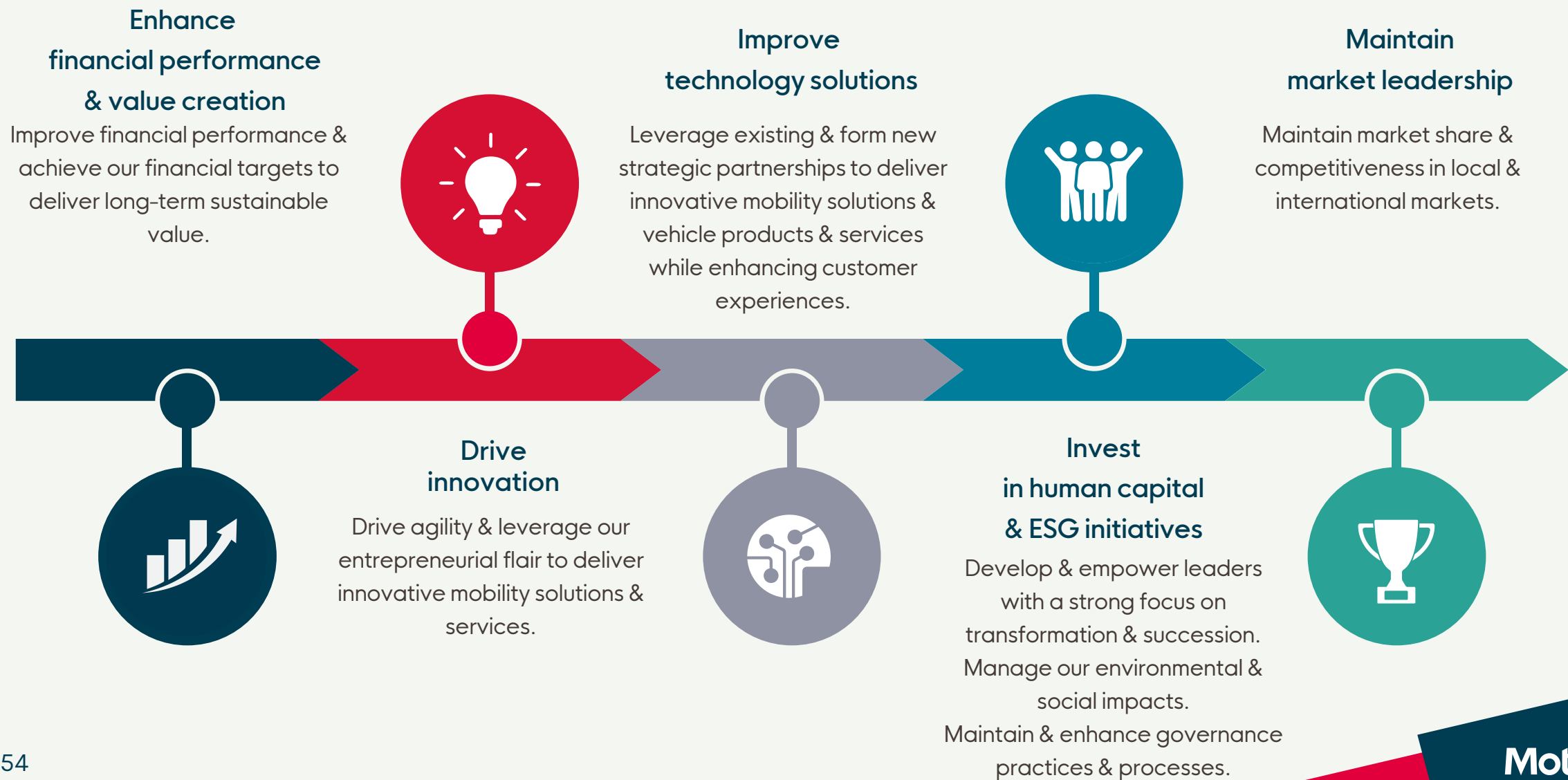
¹ Revenue in 2023 has been restated due to the adoption of IFRS 17.
* Impacted by COVID-19.

Financial overview

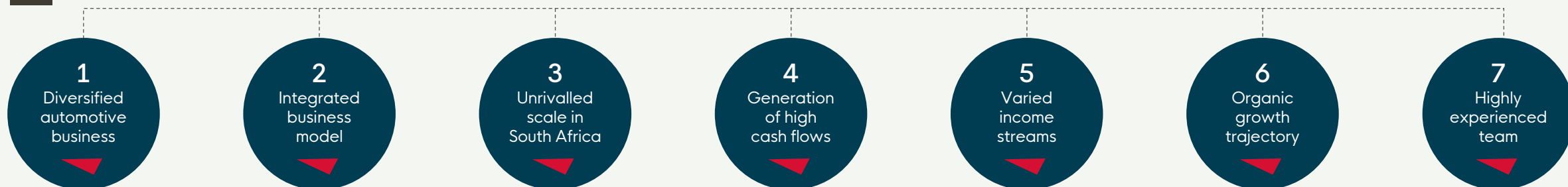
Key Profit or Loss highlights (cont.)



Our strategic initiatives



Resilient business model



- 1. Diversified** (non-manufacturing) business in the automotive sector with a **leading position** in SA, a selected international presence primarily in the UK & Australia, as well as a limited presence in Asia & Southern & East Africa.
- 2. Fully integrated business model** across the automotive value chain: Import and Distribution, Retail and Rental, Mobility Solutions & Aftermarket Parts.
- 3. Unrivalled scale** in SA 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. Generation of high cash flows** underpinned by annuity income streams in the Mobility Solutions business.
- 5. Income streams are not all directly dependent on new vehicle sales.** Our diversified income streams extend far beyond new vehicle sales, encompassing pre-owned vehicle sales, parts for both in-warranty & out-of-warranty vehicles, workshops, vehicle rentals, & a broad range of value-added offerings (these include non-insurance & insurance products, bank alliances, consumer mobility solutions, & fleet services), demonstrating our robust presence across the automotive value chain.
- 6. Defined organic growth trajectory** through **portfolio optimisation, continuous operational enhancements & innovation**, with a **selective acquisition growth strategy** in & outside SA leveraging best-in-class expertise.
- 7. Highly experienced & agile management team**, with **deep industry knowledge** of regional & global markets, & a proven track record with considerable years of collective experience, led by an **independent & diverse Board**.

Where we play



New vehicle market

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

Life of new vehicle

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

Pre-owned vehicle market & Trade-in

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

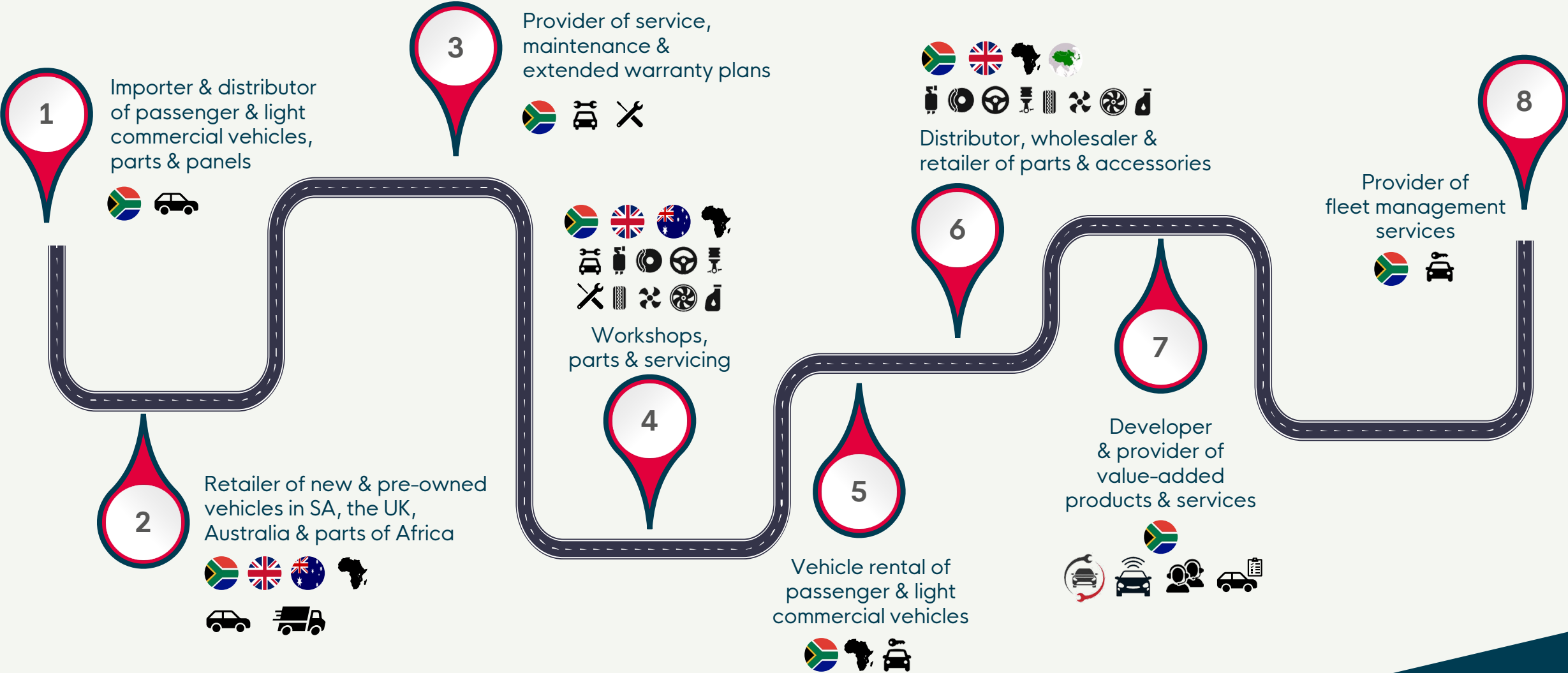
Pre-owned vehicle market & Trade-in

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

Segments



Diversified automotive business



Segmental overview

Import and Distribution	Retail and Rental	Mobility Solutions	Aftermarket Parts
<ul style="list-style-type: none"> - Exclusive South African importer of Hyundai, Renault, Kia & Mitsubishi - Operates in SA & neighbouring countries - Exclusive distribution rights for Hyundai in five, Renault & Kia in four, & Mitsubishi in nine African countries - Exclusive distribution rights for Nissan in four & Haval in two East African countries - ~17,8% passenger only vehicle market share in SA - Vehicle parc >550 000 vehicles 	<ul style="list-style-type: none"> - South Africa <ul style="list-style-type: none"> - Represent 24 OEMs & 34 brands - ~335 dealerships - ~21,6% new vehicle passenger market share - Vehicle Rental (Europcar & Tempest): ~140 branches & kiosks in Southern Africa, with ~25% rental market share in SA - United Kingdom <ul style="list-style-type: none"> - Represent 14 OEMs & 21 brands - ~88 commercial dealerships - ~34 passenger dealerships - Australia <ul style="list-style-type: none"> - Represent 24 OEMs & 25 brands - ~47 passenger dealerships 	<ul style="list-style-type: none"> - Industry leader in the development, management & administration of innovative vehicle-related financial products & services - Trusted VAPS provider to ~700 000 vehicle owners in SA - Strategic partner to some of SA's largest insurers & banks - Provider of fleet management services, telemetry & business process outsourcing solutions through sophisticated technology & call centre capabilities - Enabler of Group-wide innovation, fintech & data capabilities to discover future mobility needs & unlock new products & services - Custodian of the Group's data warehouse 	<ul style="list-style-type: none"> - Distributor, wholesaler & retailer of parts & accessories for out-of-warranty vehicles - Southern Africa <ul style="list-style-type: none"> ~523 retail outlets & agencies (110 owned, including five canopy fitment centres) of which 416 are franchisees (independently owned), supported by 19 wholesale distribution centres - UK <ul style="list-style-type: none"> ~178 retail outlets, supported by two wholesale distribution centres - Asia & Europe <ul style="list-style-type: none"> One agency, supported by three wholesale distribution centres - Distribution centres in SA, Taiwan, China, the UK & Europe - Franchise base comprises resellers (Midas & Alert Engine Parts) & specialised workshops
<p>15% of Group revenue</p> <p>15% of Group EBITDA</p> <p>13% of Group operating profit</p>	<p>72% of Group revenue</p> <p>49% of Group EBITDA</p> <p>44% of Group operating profit</p>	<p>2% of Group revenue</p> <p>16% of Group EBITDA</p> <p>22% of Group operating profit</p>	<p>11% of Group revenue</p> <p>20% of Group EBITDA</p> <p>21% of Group operating profit</p>

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