



**Environmental,
social and
governance report**

for the year ended 30 June 2024

Reporting suite

2024 Motus integrated report

 Online as PDF

Provides a holistic and concise evaluation of the Group's ability to create and preserve value and guard against value erosion over time. The report aims to provide a balanced and transparent overview of management strategies, risks and opportunities, and financial, operational and sustainability performance against strategic priorities and material matters. It is relevant to all stakeholders, particularly long-term investors.

Preparation and frameworks

Key reporting frameworks considered and/or applied:

- The Listings Requirements of the JSE Limited (JSE Listings Requirements).
- The South African Companies Act 71 of 2008, as amended (Companies Act).
- King Report on Corporate Governance for South Africa™ (2016)* (King IV).
- The International Financial Reporting Standards (IFRS®) Foundation's International <IR> Framework (2021).
- United Nations Sustainable Development Goals (UN SDGs).

Assurance

Certain financial information contained within the summarised financial information has been extracted from the audited consolidated and separate financial statements which were audited by the external auditors (the extract itself is not audited). Assurance is also provided via an independent accountant's report on pro forma financial information, labelled as such in the segment performance section of the integrated report.

2024 Motus environmental, social and governance report and annexures

 Online as PDF

This report

Provides an in-depth assessment of the Group's environmental, social and governance (ESG) performance for the year, including the letter from the Chairman of the Social, Ethics and Sustainability (SES) Committee. The report is relevant to shareholders, investors, analysts, regulators, and broader society.

Preparation and frameworks

Key reporting frameworks considered and/or applied:

- King IV.
- JSE Sustainability Disclosure Guidance.
- UN SDGs.
- Task Force on Climate-related Financial Disclosures (TCFD).
- United Nations Global Compact.

Assurance

Independent limited assurance is provided on select non-financial information contained within the report.

Audited consolidated and separate annual financial statements

 Online as PDF

Sets out the audited consolidated and separate annual financial statements for the year ended 30 June 2024, including the report of the Audit and Risk Committee (ARC).

Preparation and frameworks

Prepared in accordance with:

- IFRS Accounting Standards and its interpretations adopted by the International Accounting Standards Board (IASB).
- The Financial Reporting Guides issued by the Accounting Practices Committee of the South African Institute of Chartered Accountants (SAICA).
- Financial Reporting Pronouncements issued by the Financial Reporting Standards Council (FRSC).
- Companies Act.
- JSE Listings Requirements.

Assurance

Assurance is provided on the fair presentation of the consolidated and separate annual financial statements in accordance with IFRS Accounting Standards and the requirements of the Companies Act.

Shareholder report and notice of the 2024 annual general meeting

 Online as PDF

Provides detailed disclosure on Motus' approach to corporate governance, its full remuneration policy and implementation report, an invitation to shareholders to attend Motus' 2024 annual general meeting (AGM), the notice of AGM, extracts of the summarised financial information, and an analysis of shareholding.

Preparation and frameworks

Prepared in accordance with:

- King IV.
- Companies Act.
- JSE Listings Requirements.
- IFRS Accounting Standards.

Key company information

Motus Holdings Limited

Incorporated in the Republic of South Africa

Registration number: 2017/451730/06

ISIN: ZAE000261913




JSE Main Board: Specialty retailers

Listing date: 22 November 2018

Share code: MTH
(Motus or the Group)





Navigating our reporting suite

The following icons refer readers to information elsewhere in this report or to other reports online.

-  Information in this report.
-  Information online (corporate website).
-  Information in our suite of reports.

This report is an interactive PDF. It is best viewed in Adobe Acrobat for desktop, mobile or tablet.

Icons to navigate in this report are located at the top right-hand side of each page and within the report.

-  Home to contents
-  Print
-  Previous page
-  Next page



Detailed online information

Stakeholders can access the Group's interim and annual financial results announcements and presentations at

 <https://www.motus.co.za/investors/> or scan the QR code above to be taken there directly.

* King IV Report on Corporate Governance for South Africa, also known as King IV. Copyright and trademarks are owned by the Institute of Directors in South Africa NPC and all of its rights are reserved.

Feedback

We value feedback from our stakeholders and use it to ensure that we are reporting appropriately on the issues that are most relevant to them. Please take the time to give us your feedback on this report.

Email: MotusIR@motus.co.za.

Note: for security purposes, signatures are not included in our reporting suite.

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Additional information

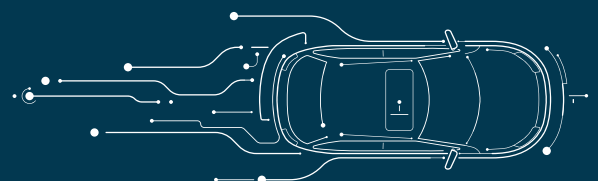
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Additional information online

 Environmental impact management approach and TCFD report	
 Human capital management approach	
 Social impact management approach	
 Business conduct management approach	
 UN Sustainable Development Goals report	
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Driving innovation

At Motus, our commitment to driving innovation is more than just a mission – it's a journey towards new horizons. As a leading automotive group, we are constantly exploring uncharted territories, redefining what is possible in the world of mobility. Our forward-thinking approach ensures that we remain at the forefront of technological advancements, sustainability, and customer-centric solutions.



Overview of our approach to sustainability

Our purpose



Mobility for Good

Our values

- We are fair, accountable, driven and ensure that we operate in an environmentally friendly and responsible manner.
- We comply with rules and regulations, operate at the highest levels of integrity and ethics, and ensure we have non-discriminatory business practices.

Motus at a glance: page 8.

Business conduct management approach.

Our ethical promises¹

Nothing but the truth

- Honesty, accountability and compliance.
- A commitment to maintain the highest ethical standards in all business dealings.

Everyone, everywhere

- A strict requirement that all employees and stakeholders apply the Code of Ethics at all times when acting on the Group's behalf.

Higher standards for managers

- Leaders with integrity.
- Leadership responsibility to create an open environment where employees feel comfortable to ask questions, raise concerns and report misconduct.

¹ Summarised.

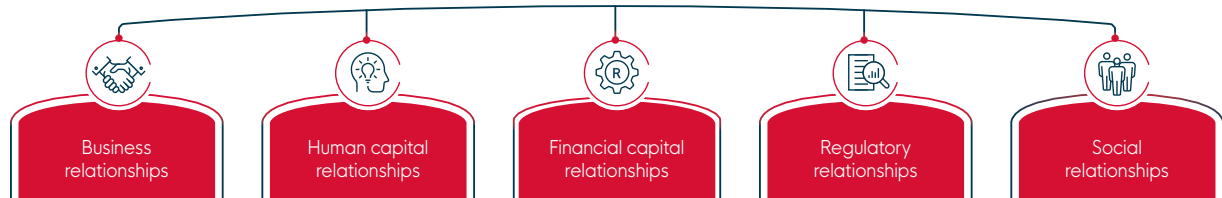
The business landscape in key geographies of operation

Characterised by:

- Challenging economic environments (globally and locally).
- Decarbonisation taking centre stage in developed countries with increased traction in SA.
- Social issues remain the larger concern for Africa.

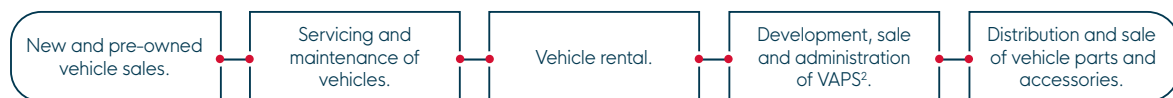
- Scarcity of skills for critical roles and future business needs.
- Evolving consumer preferences.
- Digitisation and technological advancement.
- Intensifying cyber threats.
- A regulation landscape that is continuously changing.

Our stakeholders and their expectations, interests and concerns



Stakeholder engagement on ESG issues: page 32.

Our key business activities



Motus at a glance: page 8.

Business model in the integrated report.

Our strategic priorities



Motus at a glance: page 8.

Strategic priorities in the integrated report.

² Value added products and services.

Governance, risk and compliance

Our sustainability governance framework ensures that we achieve our desired ESG-related outcomes by:

- Managing our activities that impact the environment and society.
- Upholding our commitments to all stakeholders and to contributing to socio-economic growth.
- Continuous enhancement of governance practices and processes.

Governance of sustainability: page 19.

Management frameworks

- Environmental impact management approach.
- Human capital management approach.
- Social impact management approach.
- Business conduct management approach.

Measuring and reporting our performance



Environment

- Transition to a lower carbon economy: page 51.
- Reduce environmental impact: page 62.



Social

- Cultivate a diverse, equitable and inclusive workplace: page 69.
- Build leadership capability and talent pipeline: page 79.
- Provide a compelling employee value proposition: page 86.
- Drive innovation to remain relevant and competitive: page 96.
- Protect the health and safety of people: page 105.
- Contribute to improving economic and social inclusion: page 114.



Governance

- Ensure ethical, fair and compliant business conduct: page 128.

Our desired ESG-related outcomes

- Relevance in our markets underpinned by a culture of innovation.
- Reputable brands that deliver value and uphold the Group's credibility and responsible corporate citizenship.
- A safe, rewarding, equal and fair working environment for all our employees with attractive career growth opportunities.
- Achievement of our diversity targets for race, gender and disability.
- A business that is run in an environmentally conscious and responsible manner.
- Positioned as a proudly South African market leader that contributes to the growth of the economy.
- A competitive B-BBEE rating in SA.
- Business activities and a company culture that maintain our moral compass.

Our contribution to the UN SDGs

Below are the nine UN SDGs to which we believe our ESG initiatives deliver a sustainable and meaningful impact. These areas align with our purpose and reflect Motus' unique strengths and capabilities.



Contribution to the UN SDGs: page 48.

About this report

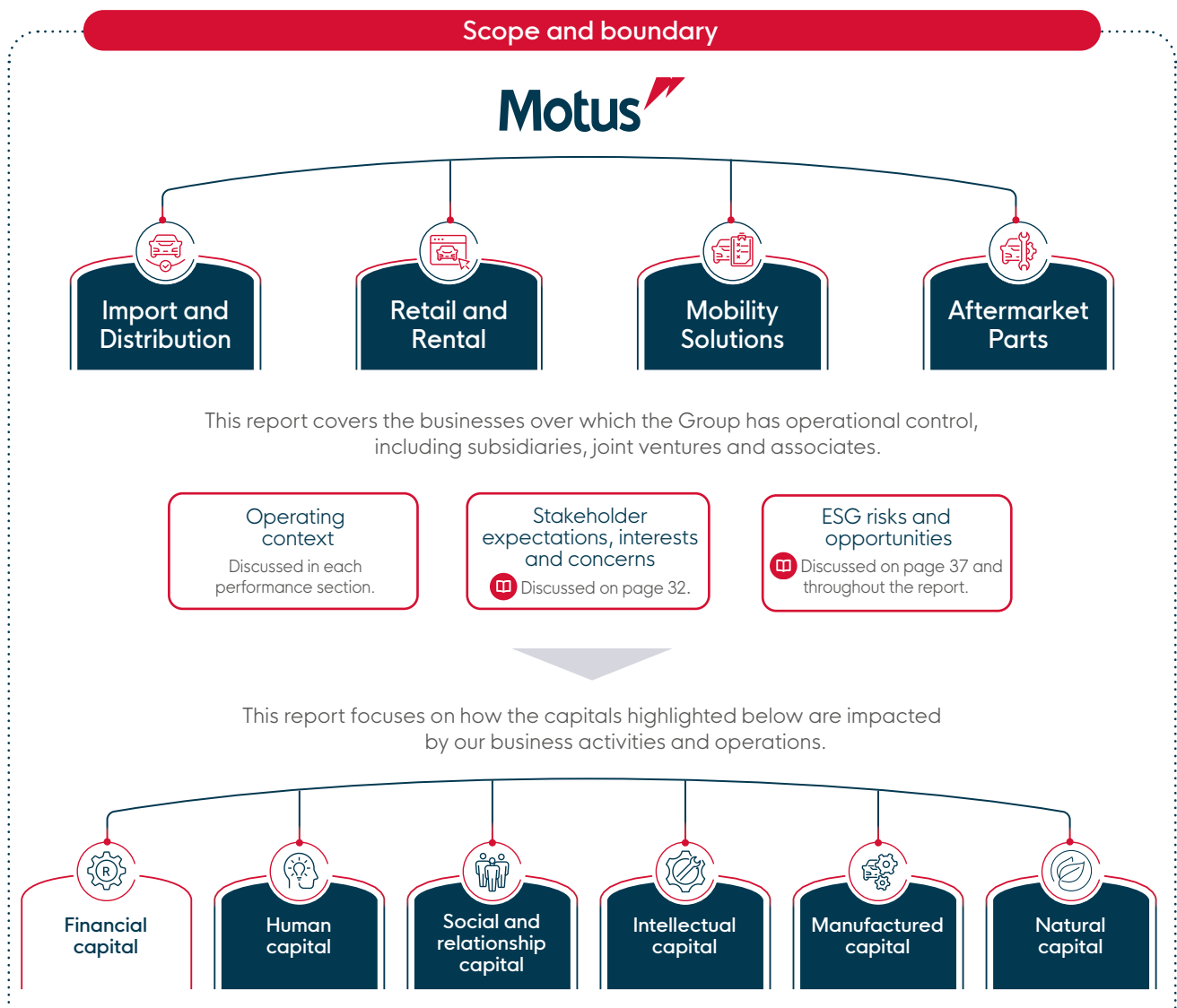
Motus' ESG report provides an overview of our approach to managing and governing sustainability, an assessment of the Group's sustainability progress, and information that interested stakeholders need to assess and evaluate our long-term risks and opportunities when making investment decisions regarding Motus.

Our ESG report aims to provide a balanced, comprehensive and transparent view of how we use our expertise and governance structures to deliver positive environmental, social and economic outcomes for people and the planet, and curtail the negative impacts arising from our business operations, as we strive to deliver Mobility for Good.

This report contains information for the reporting period 1 July 2023 to 30 June 2024. Material information beyond the reporting period, and up to board approval on 27 September 2024, has also been included.

Our standard policy, agreed with assurers, is to include acquisitions in our ESG data one year following the acquisition date, giving them time to adapt to our processes and systems. MPD in the UK, acquired in the 2023 financial year, is mostly excluded from Group metrics however where metrics are available, these have been reported separately and without comparatives.

For the purposes of this report, Hyundai Automotive South Africa is referred to as Hyundai, KIA South Africa as Kia, Motus Vehicles Distributor as Renault and Brietta Trading as Mitsubishi.

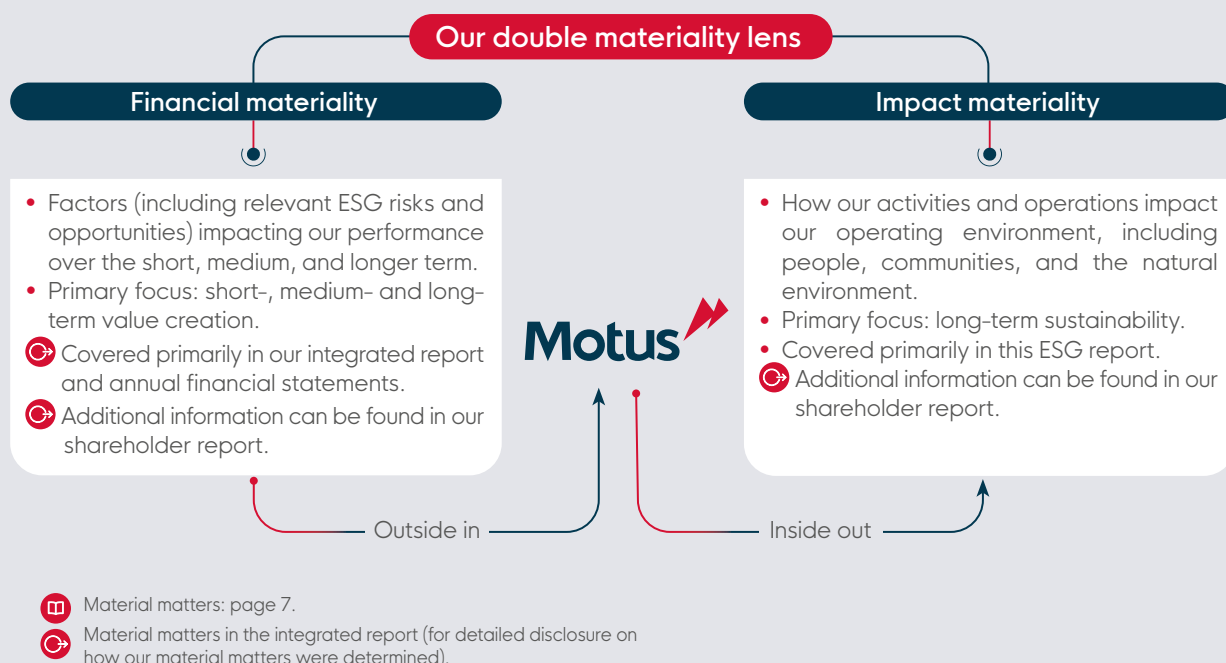


Materiality

We consider material matters to be dynamic and update them annually to reflect the evolving context in which we operate. The matters for 2024 are largely similar to those reported for 2023, with changes made to reflect the current state of the automotive industry and the key geographies in which we operate, the need to maintain our competitiveness, and the continued maturation of our innovation and digitisation capabilities and strategy. The material matters incorporate the findings of the independent ESG maturity assessment conducted in 2022/23.


The shift in terminology from material priorities (reported last year) to material matters reflects their transition from a list of objectives to a set of matters that provide a consolidated view of the Group's value drivers.

The Group applies a double materiality lens to determine matters for disclosure across our reporting suite.



Time horizons


The Group considers the following time horizons in its strategic planning and operations: short term (within one to two years), medium term (three to five years) and long term (five years and beyond). Certain statements in this report are forward-looking and, by their nature, are inherently predictive and speculative. They involve risk and uncertainty as they are dependent on future events and circumstances which may impact our performance and expectations in unanticipated ways.


 Disclaimer on forward-looking statements: page 144.

Changes in reporting

The structure of this year's ESG report remains largely aligned to the 2023 report, other than some refinement to the front pages, and the introduction of a snapshot view of our contribution to the UN SDGs. A content index for the JSE Sustainability Disclosure Guidance and the United Nations Global Compact have also been included.

We acknowledge the importance of understanding the recent changes to global sustainability reporting, and how this will allow us to better meet the information needs of our stakeholders. Closer alignment with the International Sustainability Standards Board's sustainability-related (IFRS S1) and climate change-related (IFRS S2) standards for capital markets will be a key objective for the Group's reporting suite going forward, and will require changes to our internal reporting processes in our pursuit of a sustainable and resilient business.

The detailed management approach disclosures for our environmental impact, human capital, social impact and business conduct are once again housed on our corporate website, with high-level summaries provided in the 'integration of ESG in business strategy' section of this report (
 starting on page 27).

The definitions of all acronyms used in this report can be found in the glossary (
 see page 138).

About this report (continued)

Report preparation

The Executive of Corporate Affairs, Risk and Sustainability and Chief People Officer were responsible for managing the ESG report preparation process, including overseeing the processes and controls applied to gather information and KPIs¹.

Information is drawn from discussions with senior leadership, together with reports, strategy documents and presentations to the board and the SES Committee. The Group CFO and other relevant Executive Committee members have provided oversight and guidance in the preparation of this report, prior to it being approved by the SES Committee.

The independent controls to ensure the integrity of the ESG report include:

- Limited assurance by Deloitte & Touche over the following indicators:
 - **Environment:** diesel, petrol and electricity consumed, water purchased, and Scope 1 and 2 emissions.
 - **Social:** kilometres travelled, road accidents and road accidents per million kilometres, and CSI spend.
- Verification of our B-BBEE scorecard by accredited rating agency, AQRate.



Independent limited assurance report: page 141.



B-BBEE certificate.

Statement of responsibility and approval

In the SES Committee's opinion, the ESG report addresses all our material impacts on people, communities and the natural environment, and provides a balanced and appropriate view of how we govern sustainability as well as the Group's sustainability performance for the year. The SES Committee is comfortable that our internal controls, risk and compliance programmes, and verification and assurance processes, are appropriate to ensure the integrity of this report.

On behalf of the committee

Fundiswa Roji

Chairman of the SES Committee

Osman Arbee

Group Chief Executive Officer

27 September 2024

¹ Effective 1 September 2024, this responsibility will be that of the Head of Risk, Sustainability and Human Capital.

Material matters

Motus' material matters are the issues that are most likely to influence the conclusions our stakeholders make about the Group's value creation and sustainability over time. They include factors both within and outside the control of the Group's leadership, which have been identified for close and careful management over the short to long term.

The process to determine the material matters considers the economic outlook, automotive industry trends and our performance in our key geographies; the material risks and opportunities present in our operating environment; our business model and strategy; material stakeholder expectations, interests and concerns; and our environmental and social impacts. The materiality map below plots our material matters against our themes of responsibility, relevance and growth, and resilience.

Material matters in the integrated report (for detailed disclosure on how our material matters were determined).

Materiality map

	Theme	Key stakeholder relationships impacted	Read about our response
<div>1</div> <div>Effective and strategically aligned growth opportunities</div> <div>► Relevance and growth</div>			Integrated report.
<div>2</div> <div>Securing market presence in an increasingly competitive environment</div> <div>► Relevance and growth</div> <div>► Resilience</div>			Integrated report.
<div>3</div> <div>Digitisation, research and innovation</div> <div>► Relevance and growth</div> <div>► Resilience</div>			Integrated report. Drive innovation to remain relevant and competitive: page 96.
<div>4</div> <div>Regulatory compliance, cybersecurity and IT</div> <div>► Responsibility</div>			Integrated report. Shareholder report. Ensure ethical, fair and compliant business conduct: page 128.
<div>5</div> <div>A challenging economic environment in key geographies</div> <div>► Relevance and growth</div>			Integrated report. Performance sections starting on page 50.
<div>6</div> <div>Our ESG impacts, responsibilities and related stakeholder interests</div> <div>► Responsibility</div> <div>► Resilience</div>			Integrated report. Shareholder report. ESG report.

Key

Business relationships

Human capital relationships

Financial capital relationships

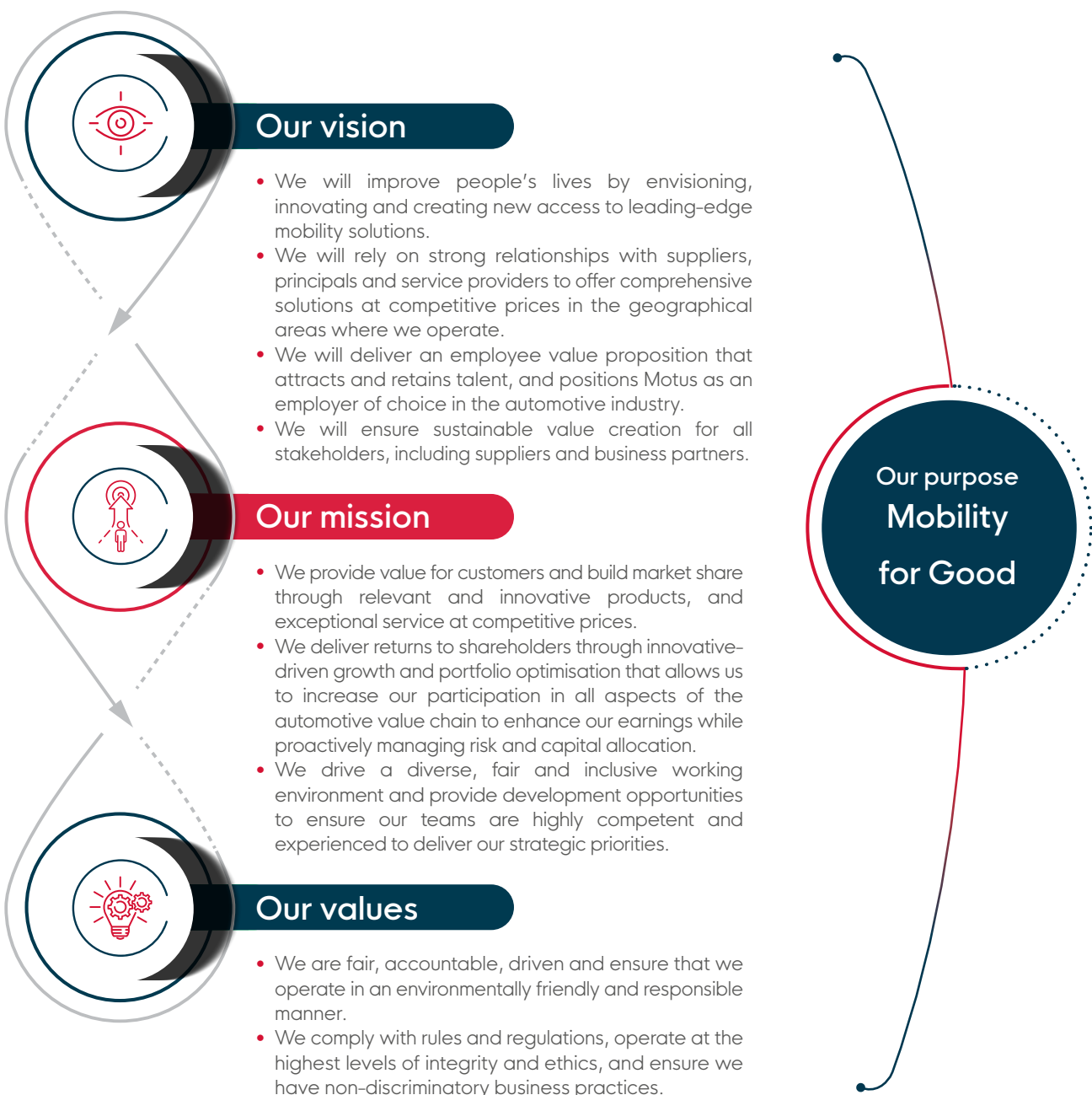
Regulatory relationships

Social relationships

Motus at a glance

Motus is a multi-national provider of automotive mobility solutions, delivering over 76 years of steady growth and reliable value creation. Our leading market presence and unrivalled scale in SA is enhanced by international offerings in selected markets. Diversification, internationalisation, and innovation have been the Group's bedrock for sustainable growth since separately listing on the JSE in November 2018, following its unbundling from Imperial Holdings Limited.

Our diversified operations and fully integrated business model mean that we operate across multiple aspects of the automotive value chain, generating income from multiple revenue streams. This includes new vehicle sales, pre-owned vehicle sales, parts and services in dealerships, vehicle rental, and selling aftermarket parts, aftermarket accessories, and VAPS to our customers. We have long-standing importer, distribution and retail partnerships with leading OEMs, representing some of the world's most recognisable brands.



Business segments



Import and Distribution



Import and Distribution provides a differentiated, scalable route-to-market for OEMs and the dealership network. We import, distribute and supply passenger vehicles, light commercial vehicles (LCVs) and parts to serve a network of Motus and independent dealerships, vehicle rental companies (including Motus and independent vehicle rental companies), fleets and government institutions in Southern Africa.

Operates in SA and neighbouring countries.

Contribution

15%

of Group
revenue.

15%

of Group
EBITDA.

13%

of Group
operating profit.

Market share

17,8%

of passenger
vehicles in SA.

Vehicle parc

>550 000

vehicles with
~ 51 000 imported
in 2024.



Retail and Rental



Our Retail business sells new and pre-owned passenger and commercial vehicles across all segments in SA and the UK, and passenger vehicles in Australia. We also sell parts and accessories, and service and maintain vehicles through our dealership workshops. Our Vehicle Rental business operates the Europcar and Tempest brands in Southern Africa, offering passenger vehicle and LCV rentals. Both divisions maintain enduring relationships with customers throughout the vehicle ownership cycle, providing them with high-value products and services.

Operates in SA, the UK and Australia.

Contribution

72%

of Group
revenue.

49%

of Group
EBITDA.

44%

of Group
operating profit.

Market share

SA: 21,6%

of new
passenger
vehicles.

SA: ~20%

of pre-owned
vehicles
(<6 years old).

SA: ~25%

of vehicle
rentals.

UK: ~21,4%

of DAF
commercial
vehicles.



Mobility Solutions



Mobility Solutions develops, manages and administers innovative vehicle-related financial products and services, delivered to customers through dealerships, call centres, digital platforms and third parties. Mobility Solutions' market intelligence enables Motus to be a trusted VAPS provider that provides customers with an enhanced vehicle ownership experience, and a strategic partner to some of SA's largest insurers and banks. This business advances our innovation, fintech and data capabilities to develop innovative mobility solutions that cater to unmet customer needs. In addition, we provide comprehensive fleet management services for corporate clients, encompassing maintenance, telemetry and other ancillary services.

Operates in SA.

Contribution

2%

of Group
revenue.

16%

of Group
EBITDA¹.

22%

of Group
operating profit¹.



Aftermarket Parts



Aftermarket Parts sources, wholesales and retails parts and accessories for out-of-warranty vehicles, enabling owners to extend their vehicles' lifespans. We source our products in Asia, Europe, Turkey, the UK and SA, and supply them through our network of warehouses, distribution centres and outlets in Southern Africa, the UK, and continental Europe. Our retail outlets and agencies are either owned or independently owned franchisees. The franchise base comprises resellers (Midas and Alert Engine Parts) and specialised workshops.

Operates in Southern Africa, the UK, Europe and Asia.

Contribution

11%

of Group
revenue.

20%

of Group
EBITDA.

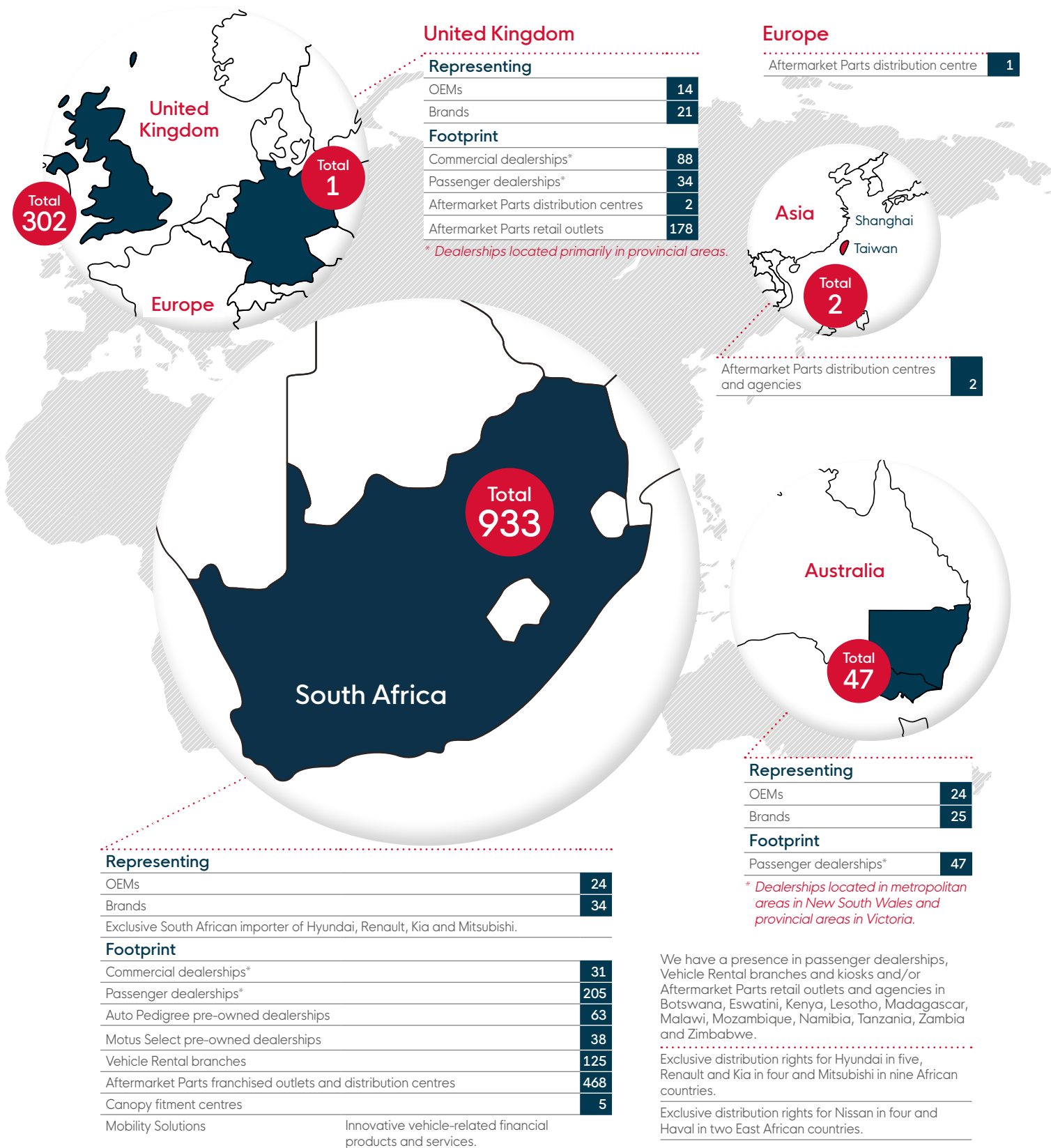
21%

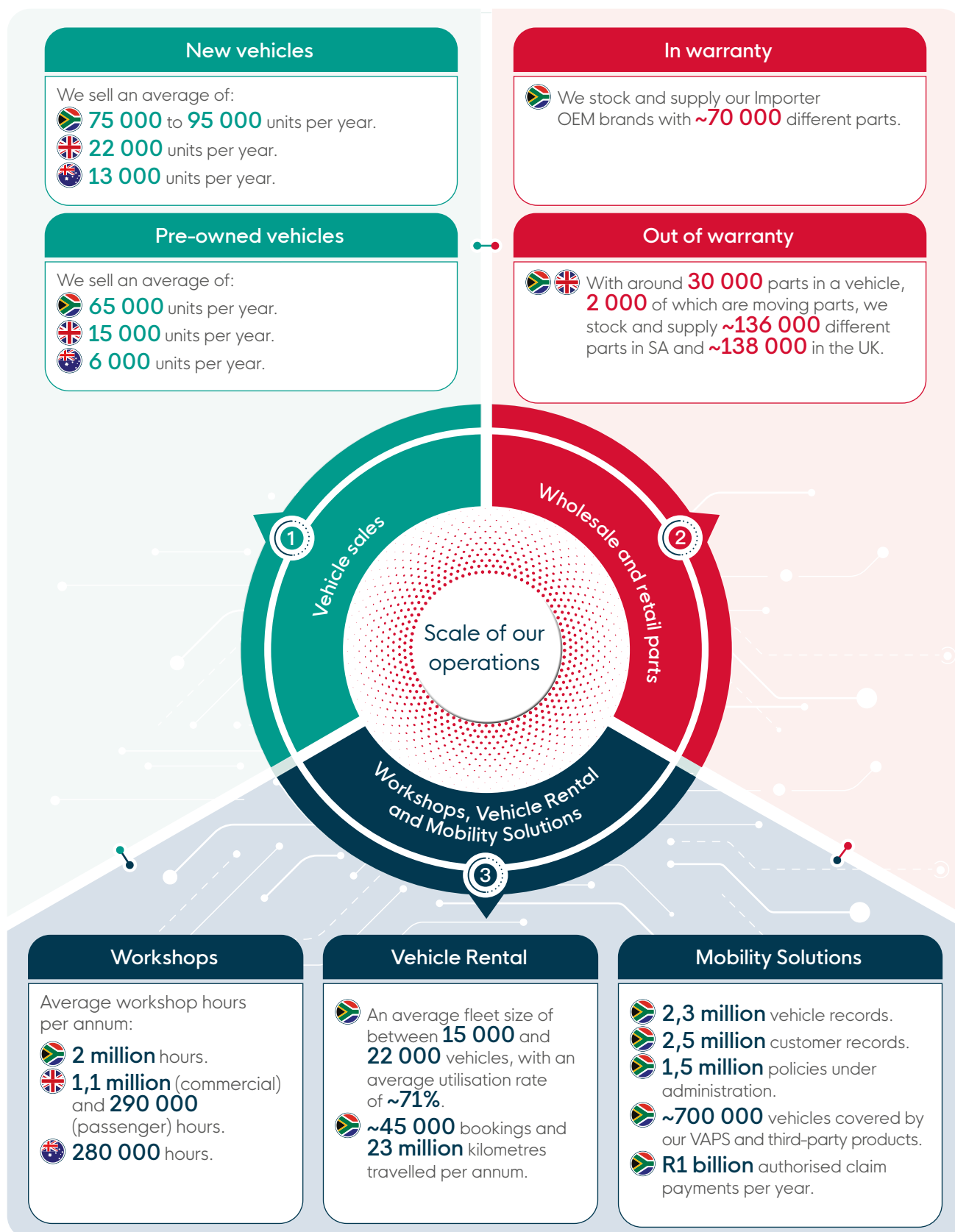
of Group
operating profit.

¹ Earnings before interest, taxes, depreciation and amortisation (EBITDA) and operating profit includes profit streams without associated revenue.
Note: the above financial measures exclude head office and eliminations.

Motus at a glance (continued)

Operational footprint



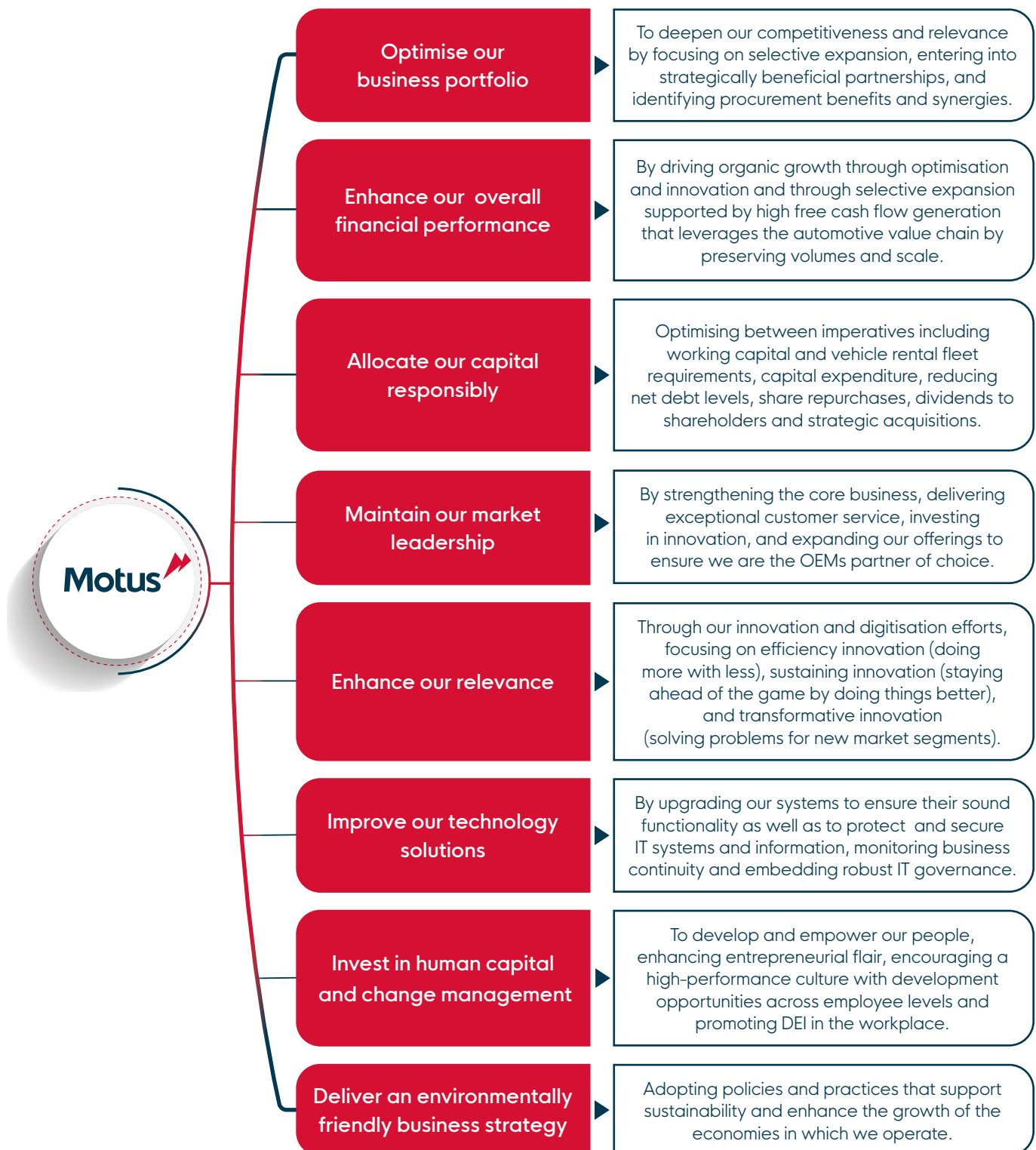


Integrated report

- What make Motus unique.
- Strategic priorities.
- Segment performance overviews.

Motus at a glance (continued)

Our long-term value-creating priorities



The long-term strategic priorities of the Group remain unchanged and are focused on ensuring that we are the leading automotive group in SA, with a select international presence in the UK and Australia, and a limited presence in Asia and Southern and East Africa.

Letter from the SES Committee Chairman

Maturing our sustainability approach

Grounded in our purpose of Mobility for Good, integrating sustainability in our business has been a strategic focus for Motus since listing six years ago. The board has paid particular attention to strengthening oversight of ESG, developing appropriate policies and standards that are fair and equitable, and which balance and safeguard the interests of our stakeholders, and to embedding our desired sustainability behaviours.

Improving measurement has underscored the steady maturation of our ESG approach. We have made substantive progress advancing our human capital, health and safety, and environmental management systems, including employee training, to enable consistent and accurate reporting. Better data quality is enabling more meaningful strategic choices in our stewardship of the resources and relationships on which our ongoing relevance and sustainable growth depend. It is also supporting our ability to respond to ESG-related risks and opportunities with measures that deepen resilience, and drive continual improvement and innovation.

Measurement also gives us access to preferential sustainability-linked financing, and we are currently setting new targets as part of the application for our third such facility. The facility introduces a heightened focus on social aspects, with a target set to amplify our community development impact, in addition to our gender and environmental targets.

Better data quality is enabling more meaningful strategic choices in our stewardship of the resources and relationships on which our ongoing relevance and sustainable growth depend.

Caring for our planet

Becoming more efficient in how the Group uses natural resources remains a key focus. Our approach to tackling long-term sustainability issues is methodical, focusing on where we can make the most meaningful difference. Now that we are satisfied with the level of maturity attained in reporting electricity, vehicle fuel and water, we have turned our attention to waste management, where there is considerable progress to be made.

The recent implementation of our sustainability management system will improve our understanding of the impact of our environmental improvement projects. Specifically, it will highlight further opportunities to improve our waste management and related data collection by expanding our scope of efforts to include scrap metal, cardboard packaging and plastics.

Our top-down targets over the last six years have been aspirational, and have resulted in electricity and vehicle fuel usage reducing by 17% and 28%, respectively over this period. The state of municipal infrastructure and billing in SA is complicating our efforts to accurately assess our water conservation initiatives; however, we made our first submission to the water CDP during the year. For the next three years, we have adopted a bottom-up approach with site-specific, stretch targets to ensure continuous progress.

Striving for efficiency in how we use natural resources, electricity and vehicle fuel consumption have reduced 17% and 28% respectively over the past six years.

Inspiring the best in our people

Our employees are central to driving our success and delivering on our purpose. Our investments in talent development, career mobility and wellbeing are aimed at inspiring and empowering our people to do their best.

Of the board's most important responsibilities is to shape Motus' future by appointing, developing, and retaining leaders who are inspired by our purpose, align to our values and meet the Group's evolving needs. Key executive appointments in the year, including successors for our founding CEO and CFO, demonstrate our success not only in attracting talented leaders but also developing them internally. During the year, an exercise was undertaken to identify, assess and establish clear development pathways for potential successors to senior executive positions across the Group.

Our enhanced people strategy is designed to achieve high impact for talented individuals and a high-performance culture for the Group. Motus offers a dynamic and entrepreneurial culture, diverse work experiences and career growth opportunities, competitive compensation and a supportive work environment. A priority for 2024 has been employee wellness, with the extension of our wellness programme, Motus Cares, to all Motus employees and their immediate family members in SA.

We remain intensely focused on building a more diverse and inclusive workforce and given industry dynamics have made ambitious commitments to increase women representation across all leadership levels. Focus has gone into collaborating with our different businesses to understand what diversity means in their context, and to identify initiatives to further embed DEI in the Motus culture. Gender diversity is a target of our sustainability-linked financing, as well as of executive remuneration. The Group's female representation at management level increased to 27%, and 43% of promotions in SA went to women. In the UK, the 'Steering the Future' diversity committee tracks female representation in succession plans across all divisions.

Letter from the SES Committee Chairman (continued)

I am pleased to report that in 2024, we improved overall black representation, black representation at senior, middle and junior management levels, and among our dealer principals. We maintained black representation at top management level. We once again achieved a Level 3 B-BBEE status – a significant achievement for a multi-national business, given our limited ability to drive local procurement. Embedded in our people strategy, the YES4Youth Programme has significantly improved the prospects of over 2 000 young people since inception. We onboarded 650 unemployed youth in our fourth cohort of the programme, a 50% increase when compared to our first intake. 44% of these young people have secured permanent positions within the Group, with some already having progressed into supervisory roles.

Having refocused our leadership and technical skill interventions, training spend has increased by 23% on the prior year. This year, our inaugural One Motus Graduation ceremony celebrated the commitment and achievement of delegates across our leadership development programmes. Going beyond our own needs, since inception, our family bursaries programme has contributed R3,5 million to the studies of 98 students whose parents are employed at Motus.

Digitisation and innovation are critical to Motus's sustainable growth and value creation in our fast-changing industry and increasingly digital world. To ensure our people remain central to our digital journey, a collaborative effort between our HR, IT and innovation teams is underway to enhance the digital dexterity of our employees. In addition, the m^x platform empowers employees to propose innovations based on their daily experiences; sharing their ideas on how to improve the way we do things or address the unmet needs of our customers, as well as how we might solve ESG-related issues. Employees whose value-enhancing ideas are chosen for our Innovation Accelerator receive mentorship and guidance from the m^x team.

Over 2 000 young people have been given an opportunity to improve their lives through the Motus YES4Youth programme. 44% of those who successfully completed their learnership have secured permanent positions with Motus.

Doing more together

Partnerships allow us to combine our capabilities and resources with those of other organisations, amplifying our ability to solve socio-economic challenges. Two recent initiatives, developed in our innovation pipeline, exemplify the social good our partnerships can achieve. Patch Mzansi, our partnership with Standard Bank and Active Education, equips SMMEs to repair potholes; and together with Standard Bank, Spar, KPMG, ENS and the National Prosecuting Authority, we are involved in an initiative to combat gender-based violence and provide educational support to survivors.

The power of partnerships is most evident in our work with the DP World and Motus Community Trust, to establish school resource centres¹ focused on improving literacy and comprehension in disadvantaged communities. The 81 resource centres provide daily access to over 94 000 learners.

Since 2011, the Motus Safe Scholar programme has helped over 2,4 million learners reach the school gates safely every day. The Unjani Clinics network provides access to essential healthcare to around 94 000 people every month.

More generally, Motus is an eager contributor to business forums and industry associations focused on shaping a sustainable development path for our industry, and a more inclusive and prosperous SA. In particular, we welcome the president's recent call for a broad, national dialogue aimed at creating a social compact that unites all sectors under a common vision for SA.

The dtic's Electric Vehicles White Paper and proposed roadmap for SA's transition to NEV manufacturing, released in November 2023, is a welcome step forward in SA's plans to transition to a lower carbon economy. Motus participates actively in the South African government's consultations with the private sector on NEVs. We stand ready to support this transition, pending the necessary policy changes and infrastructure rollout, informed by our firsthand experience of the transition in our international markets.

¹ The modern, expanded version of traditional school libraries.

Reinforcing ethical leadership

Ethical business conduct is foundational to good corporate citizenship, and maintaining a moral compass is inscribed in our culture. Mindful of the economic pressure in our operating context, we emphasised ethical behaviour across all operations over the past year. This entailed increased vigilance on internal controls and policy enforcement, communicating the responsibility our employees have to report unethical behaviour and the need for increased professional scepticism in our interactions with counterparties.

Our legal and operational functions work closely together to develop focused readiness initiatives that ensure the Group is well prepared for new, and changes to existing, regulation. Our international presence also helps us to anticipate changes; allowing us to consider how the legal framework in the UK might impact our operations in SA, giving us time to prepare for such eventualities rather than reacting if and when they occur.

During the year, we launched a regulatory compliance self-assessment in SA, which gauges the level of knowledge and understanding of, and compliance with, key legal and regulatory requirements. The initiative supports the development of targeted training and awareness initiatives per business segment.

Maintaining our moral compass is inscribed in the Motus culture – it underpins how we do business, raise awareness and change mindsets.

Looking ahead

We continue to learn from our experiences and, as our data collection and analysis improves, we will identify additional opportunities to improve our ESG performance.

The SES Committee's focus areas for the year ahead include:

- Continued oversight of the Group's sustainability journey, ensuring that Motus continuously enhances its reputation and contribution as a responsible and ethical corporate citizen making a positive impact on society.
- Engaging with Group leadership on target setting and approving the targets for the new syndicated financing facility.
- Monitoring regulatory developments, including the Companies Amendment Bills and JSE Listings Requirements as they pertain to disclosure requirements and the duty of social and ethics committees.
- Driving engagement with our regional operations on ESG risks and opportunities, including legislative developments, ethics and the enhanced people strategy.
- Supporting the innovation and digitisation strategy to deliver compelling and differentiated offerings and superior customer experiences, and improve business decision-making.

In closing

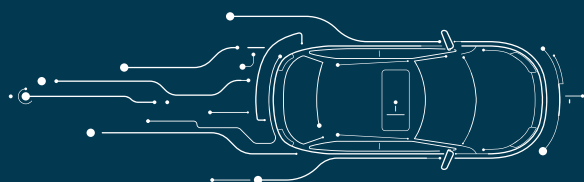
The Group's emphasis on ESG integration, since inception, not only acknowledges our moral obligation to be a responsible corporate citizen, but also our belief that ESG is an enabler of sustainable and profitable growth. As the world moves to solve unprecedented systemic threats, and Motus faces structural shifts in our markets, we will work steadily and diligently to advance long-term sustainability outcomes, even as we deal with short-term challenges. Remaining true to our sustainability approach, we will seek consistent and continuous improvement in making a meaningful difference within our sphere of influence and control.

Fundiswa Roji

Chairman of the SES Committee

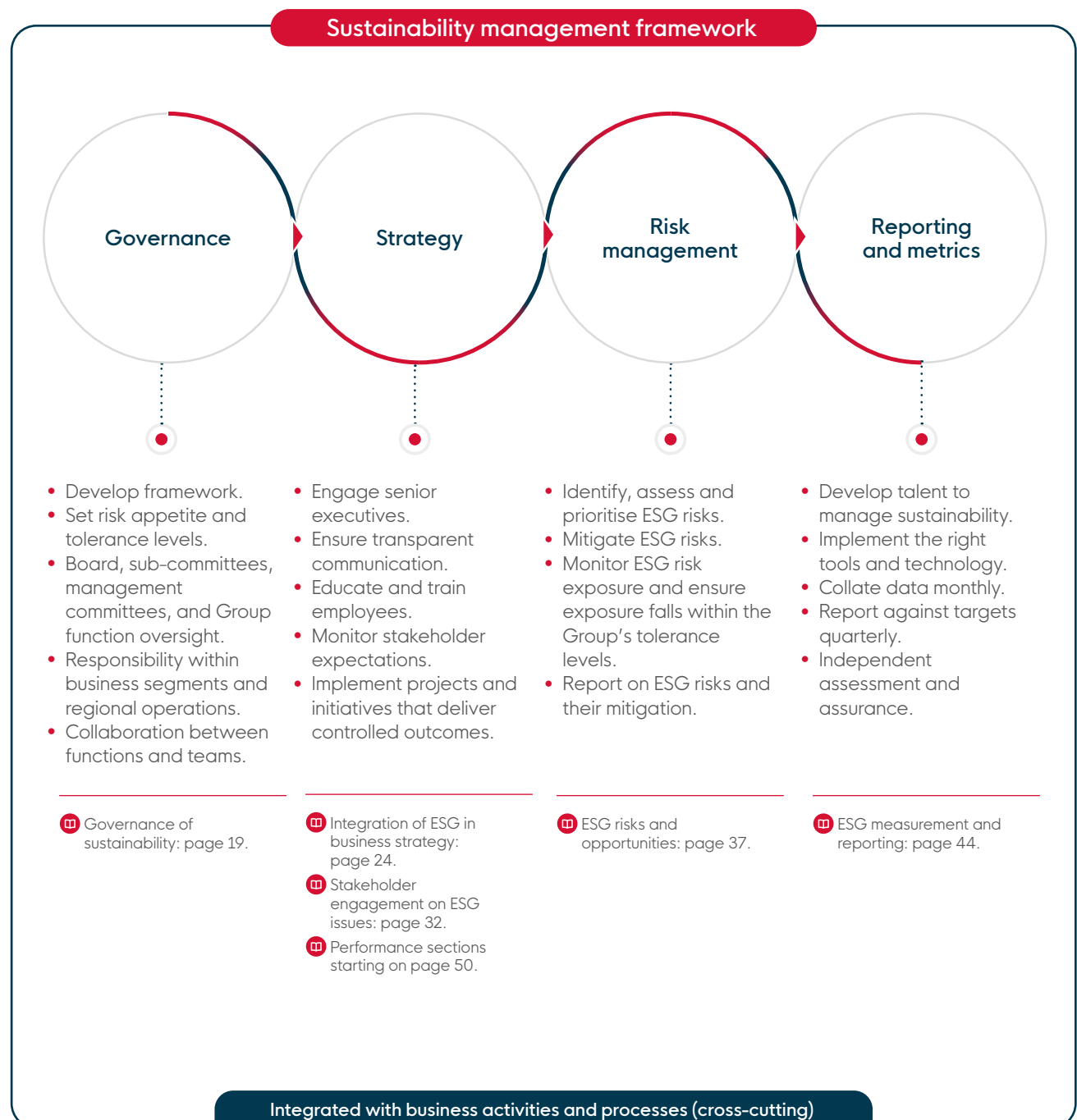
Approach to sustainability

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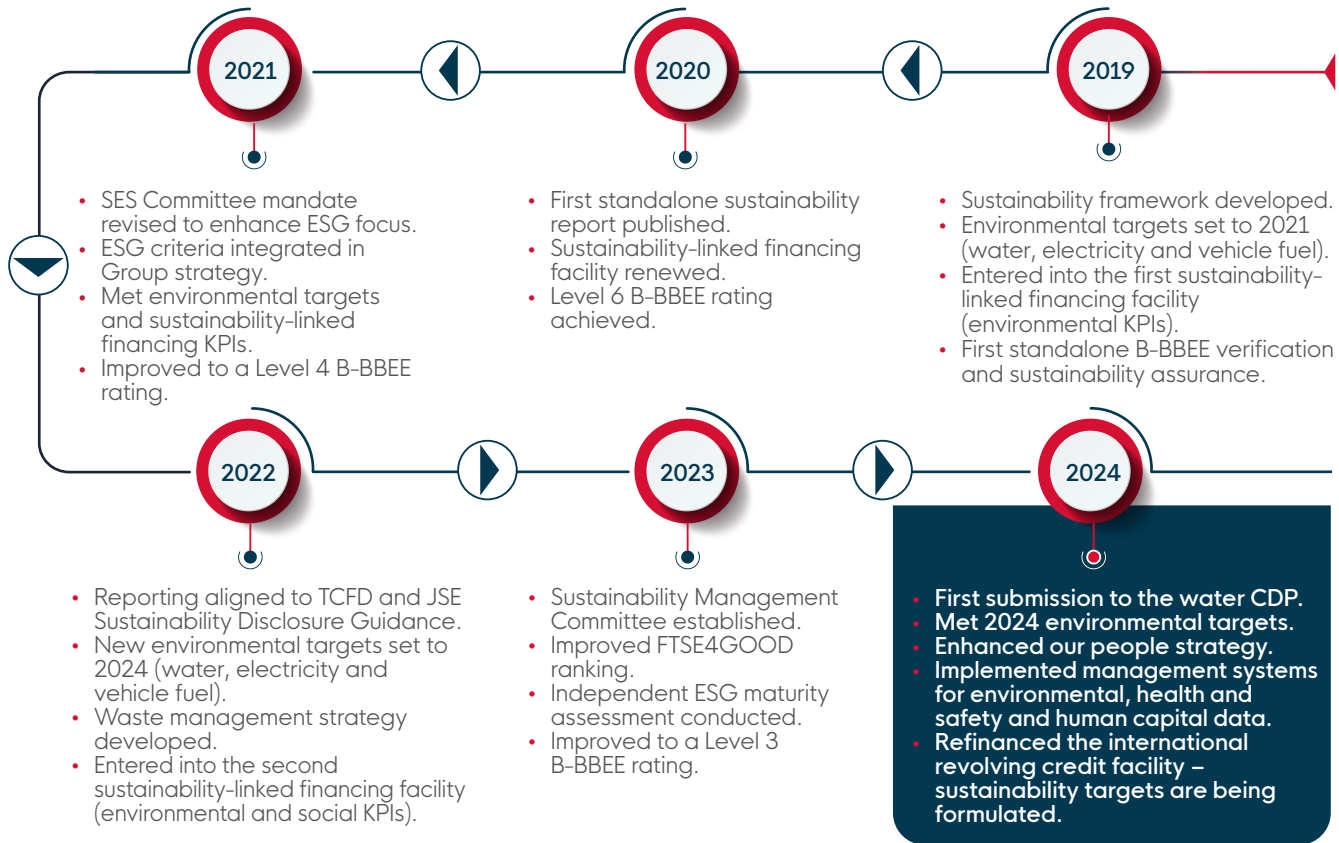
Sustainability management framework

Our sustainability approach provides Motus with the opportunity to showcase how we live our purpose – to provide mobility solutions that improve people’s lives, while implementing processes that support the long-term health of economies, the environment and society. Our values are central to our sustainability approach and guide the decisions we make, balancing long-term benefits with immediate returns, and pursuing ethical, inclusive and environmentally sound objectives.



Sustainability management framework (continued)

Our sustainability journey



Sustainability-linked financing facilities

At June 2024, we had a R6 billion syndicated sustainability-linked financing facility¹ and a R1,3 billion working capital facility co-ordinated by The Standard Bank of South Africa (Standard Bank) – linked to our Group water, electricity and road vehicle fuel consumption targets as well as gender diversity at management level in SA. This is the second year that these KPIs have been measured and externally verified for the purpose of this facility.

The refinance of our £120 million (R2,4 billion) international facility to a new syndicated facility of £150 million was concluded on 5 June 2024. Financial institutions showed overwhelming support for Motus, with credit approved bids oversubscribed by 62%. Barclays Bank plc and Standard Bank were appointed as joint mandated lead arrangers and sustainability co-ordinators. Nine financial institutions participated in the refinance, four being South African banks. The three-year facility has an option to renew in 2028, and then again in 2029.

The new facility will be linked to the following four KPIs – purchased electricity, vehicle fuel consumption, DEI (female representation at management level in SA) and community development (learner access to school resource centres). Targets are being defined and will be presented to the SES Committee for approval and then presented to the lenders in October 2024. Once the lenders approve the targets, the facility will be designated a sustainability-linked financing facility. The first measurement period will be 30 June 2025.

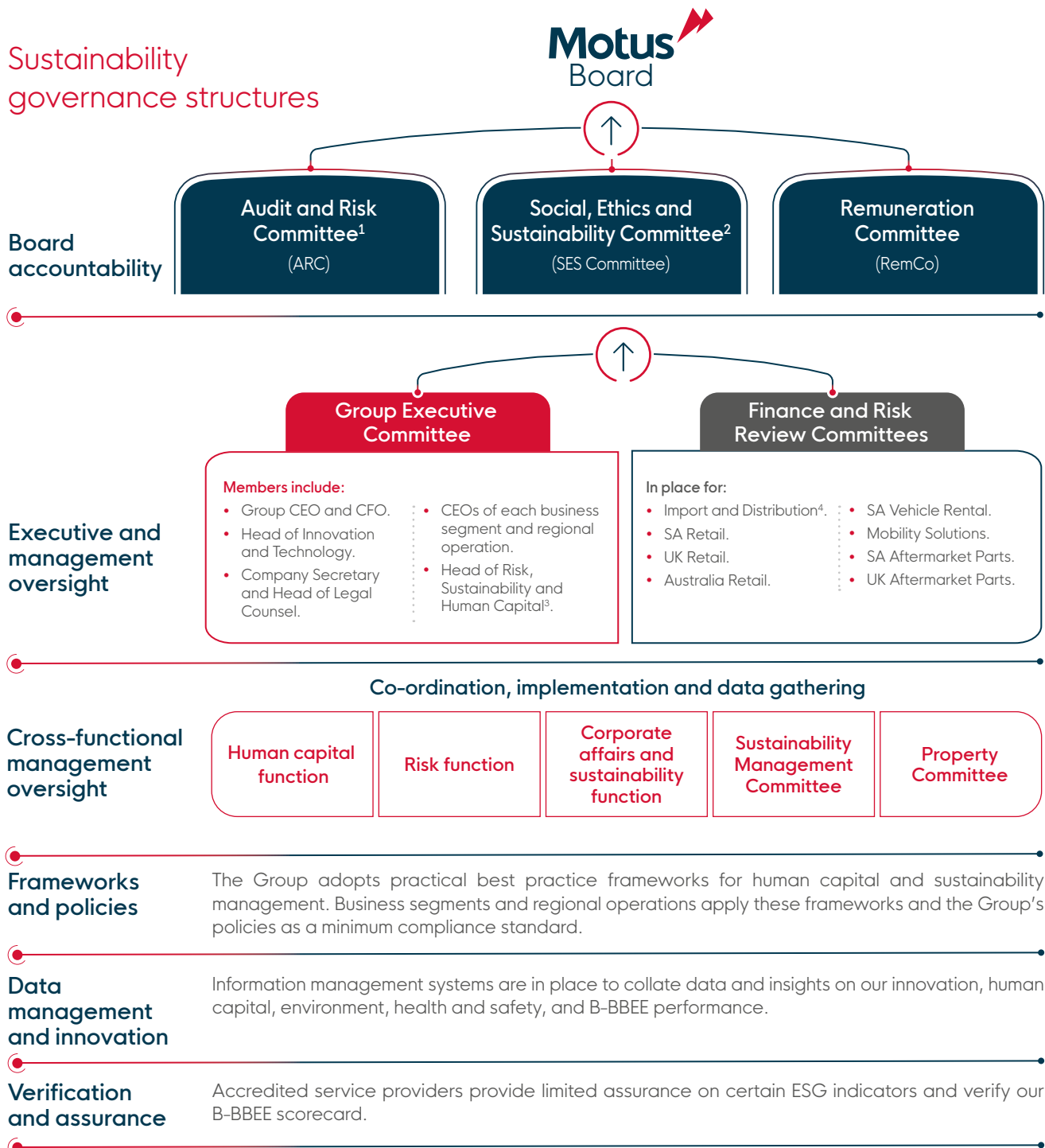
The financing received is not specifically directed at environmental improvement projects. Over the period 2022 to 2024, our ESG performance has resulted in an interest rate reduction on both facilities.

¹ Interest rate savings are gained when targets are achieved, and interest rate increases are applied if performance falls below a certain level.

Governance of sustainability

The principles of fairness, accountability, integrity and transparency guide Motus' governance of sustainability. Our governance structures ensure that our economic, environmental and social impacts are identified, understood and effectively managed to drive meaningful benefits for our customers, employees and the societies we operate in. Decision-makers are held accountable for our sustainability performance.

Sustainability governance structures



¹ The Group CEO, Group CFO and Head of Risk, Sustainability and Human Capital attend as invitees.

² The Group CEO is a member, and the Group CFO, Head of Risk, Sustainability and Human Capital, and Chief Specialist of Governance and Compliance attend as invitees.

³ Effective 1 September 2024, the human capital portfolio was consolidated under the Head of Risk, Sustainability and Human Capital.


⁴ Separate FRRC meetings are held for each Import and Distribution business.

Governance of sustainability (continued)

Board accountability

At the highest governance level, the Motus board sets the tone for ethical leadership, sustainability, stakeholder inclusivity and high standards of governance. It ensures that the appropriate structures, policies and processes are in place to manage economic, environmental, social and ethics issues, and that the Group complies with regulation and the non-binding codes and standards it has adopted. The board is ultimately responsible for ensuring that sustainability and related ESG aspects are integrated into the Group's strategy, risk management, assessment of opportunities, and day-to-day activities.

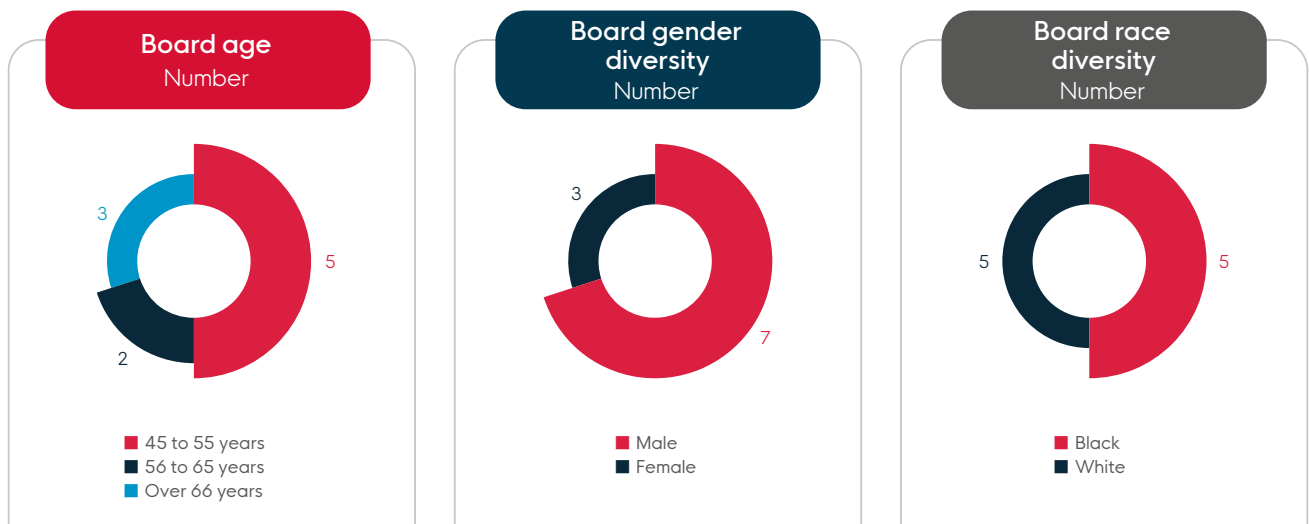
ARC, the SES Committee and RemCo assist the board in discharging these responsibilities. The responsibility for ESG-related risk management is delegated to ARC, the SES Committee encourages a sustainability mindset and guides and oversees our ESG-related strategies and their implementation, and RemCo ensures that executive short-term incentives (STIs) are appropriately linked to ESG criteria. Each sub-committee of the board is chaired by an independent non-executive director.

 Governance report in the shareholder report.

Board composition

Collectively, our strong, diverse and independent board of directors have extensive industry knowledge and expertise as well as experience in leading organisations that have mature ESG strategies. Where additional sustainability expertise is required, external specialists are sourced to provide board education. For example, a board education session was held in June 2024 with Professor Michael Katz – a specialist in corporate and commercial law.

At the date of publication, the board comprised 10 members, six of whom are independent non-executive directors, one a non-executive director, and three executive directors. The average tenure of non-executive board members is four years.



Board performance

To support continued improvement in performance and effectiveness, the Company Secretary evaluates the board's performance and that of its sub-committees, as well as the performance of the Board Chairman and individual members, every two years. External evaluation is undertaken every three years with an extensive independent board evaluation having taken place in September 2024. The outcomes of the evaluation will be reported in 2025.

The tables that follow explain the ESG-related responsibilities of ARC, the SES Committee and RemCo, and highlight their key activities for 2024.

Audit and Risk Committee

Chairman: Saleh Mayet | **Met four times in 2024**

ESG-related responsibilities

- Ensures an effective risk management framework that integrates ESG-related risks.
- Monitors and reviews the Group's top business risks, including climate-related risks, and oversees the funding for non-insurable climate-related events.
- Oversees processes to prevent and detect fraud and theft, and reviews significant cases of conflicts of interest, fraud, theft and misconduct.
- Monitors litigation cases, tax, compliance and emerging legislation.
- Oversees cybersecurity risks, incidents and projects.
- Monitors the performance and functioning of the FRCs.



Key ESG-related deliberations, discussions and decisions in 2024

- Kept updated on:
 - Initiatives to enhance dealership compliance with regulation and internal policies.
 - Emerging regulatory changes such as the proposed sector targets for employment equity and the implementation of the AARTO¹ Act.
 - Any new tax-related matters arising.
 - Weather-related insurance claims.
- Tasked management with ensuring that adequate controls are implemented for IT projects and AI.
- Reviewed the results of:
 - The Group-wide CSA² Programme.
 - Bitsight's benchmarking of Motus' cyber risk.
- Oversaw the progress made to appoint a new Group CIO and CIO for Mobility Solutions.

Social, Ethics and Sustainability Committee

Chairman: Fundiswa Roji | **Met four times in 2024**

ESG-related responsibilities

- The SES Committee's agenda covers:
 - Motus' standing in terms of charters and principles such as the UN Global Compact, OECD recommendations regarding corruption, ILO Protocol on decent work and working conditions, and transformation in SA (dtic Codes³ and other related legislation).
 - **Natural capital:** NEV adoption, climate change risk, environmental strategy, performance against targets, and investment in green projects.
 - **Human capital:** DEI⁴, employee engagement, employee relations (fair labour practices and human rights), employee health, safety and wellness, talent management, and training and development.
 - **Social and relationship capital:** B-BBEE, CSI and broader commercial dynamics such as innovation, brand and reputation management.
 - **Business conduct:** ethics, incidents of misconduct, compliance and regulatory matters, ombudsman cases, and protection of personal information.
- Ensures that sufficient resources are allocated to training and development, B-BBEE and CSI initiatives, and environmental improvement projects.
- Oversees the management of the whistle-blowing hotline and other mechanisms to report misconduct, and the actions taken when misconduct is verified.
- Reviews the reports from the external assurance providers on various ESG indicators.
- Considers and approves the Group's ESG report.



Key ESG-related deliberations, discussions and decisions in 2024

- Requested the following actions:
 - A presentation on how the Group is applying the principles of the UN Global Compact.
 - A report on how the AARTO Act will impact the Group.
 - A report on how the points for skills development can be improved in the B-BBEE scorecard.
 - A review of whether the Group's employee wellness programmes could be extended to the employees of the DP World and Motus Community Trust⁵.
- Pleased with the progress made on:
 - Achieving a Level 3 B-BBEE rating.
 - Transforming the workforce, noting that the Group's employment equity targets are higher than organisations of similar size.
 - Building brand awareness.
 - Bringing innovation projects from the incubation phase to implementation.
- Requested clarification on:
 - The extent to which single point failures are mitigated should SA's electricity grid collapse.
 - Whether climate-related opportunities are explored at business segment level.
 - Training on the harassment policy.
 - How the Group's innovation projects are funded.
 - The proposals set out in the dtic's Electric Vehicles White Paper.
 - How the Group includes the LGBTQ+ community.
 - Whether exit interviews are conducted to understand root causes that may lead to resignation.
 - How the DP World and Motus Community Trust measures the impact of the school resource centres.
- Kept abreast of:
 - The requirements of the South African Companies Amendment Bill and how they relate to the SES Committee.
 - The Group's engagement with stakeholders on the proposed sector targets for employment equity.

Note: oversight of technology-related risks was removed from the SES Committee's mandate in 2024. ARC will continue to oversee these risks, including cybersecurity.

¹ Administrative Adjudication of Road Traffic Offences.

² Control self-assessment.

³ Department of Trade, Industry and Competition's Broad-based Black Economic Empowerment Codes of Good Practice.

⁴ Diversity, equity and inclusion.

⁵ Formerly the Imperial and Motus Community Trust (the renaming of the Trust is in the approval process with the Master of the High Court).

Governance of sustainability (continued)

Remuneration Committee

Chairman: René van Wyk | **Met five times in 2024**

ESG-related responsibilities

- Sets and implements the remuneration policy.
- Approves the general composition of remuneration packages, and the criteria for executive bonus and incentive rewards, including criteria related to ESG performance.
- Assesses performance against targets.



Key ESG-related deliberations, discussions and decisions made in 2024

Group CEO and Group CFO

Maximum STI as % of TGP: **25%** | Awarded in 2024: **22%**

Environment

Achieved the Group's vehicle fuel consumption, purchased electricity and water consumption targets, and continued to invest in solar PV systems, other energy-efficiency initiatives, and water saving initiatives on all new and refurbished buildings.

Social

Achieved five out of the six employment equity and gender representation targets for top, senior and middle management, and contributed towards impactful CSI projects aligned with the Group's pillars for social upliftment and empowerment in under-served communities in SA: education, road safety and primary healthcare.

Governance

Implemented all the changes necessary to comply with new legislation impacting the business.

Executive director

Maximum STI as % of TGP: **25%** | Awarded in 2024: **20%**

Environment

Achieved the Group's vehicle fuel consumption, purchased electricity and water consumption targets, and continued to invest in solar PV systems, other energy-efficiency initiatives, and water saving initiatives on all new and refurbished buildings.

Social

Achieved four out of the six employment equity and gender representation targets for senior, middle and junior management, and contributed towards impactful CSI projects aligned with the Group's pillars for social upliftment and empowerment in under-served communities in SA: education, road safety and primary healthcare.

Governance

Implemented all changes necessary to comply with new legislation impacting the business.

CEO of SA Retail and Vehicle Rental¹

Maximum STI as % of TGP: **25%** | Awarded in 2024: **22%**

Environment

Achieved the Group's vehicle fuel consumption, purchased electricity and water consumption targets, and continued to invest in solar PV systems, other energy-efficiency initiatives, and water saving initiatives on all new and refurbished buildings.

Social

Achieved five out of the six employment equity and gender representation targets for senior, middle and junior management, and contributed towards impactful CSI projects aligned with the Group's pillars for social upliftment and empowerment in under-served communities in SA: education, road safety and primary healthcare.

Governance

Implemented all changes necessary to comply with new legislation impacting the business.

Company Secretary

Maximum STI as % of TGP: **16%** | Awarded in 2024: **14%**

Environment

Achieved the Group's vehicle fuel consumption, purchased electricity and water consumption targets, and continued to invest in solar PV systems, other energy-efficiency initiatives, and water saving initiatives on all new and refurbished buildings.

Social

Achieved four out of the six employment equity and gender representation targets for senior, middle and junior management, and contributed towards impactful CSI projects aligned with the Group's pillars for social upliftment and empowerment in under-served communities in SA: education, road safety and primary healthcare.

Governance

Implemented all changes necessary to comply with new legislation impacting the business.

¹ Prescribed officer.

Executive and management oversight

The board is supported by a highly experienced and entrepreneurial management team with extensive commercial knowledge, experience and expertise. Roles and responsibilities at Group level are clearly distinguished from those at business segment and regional levels.

Group Executive Committee

ESG is a standing agenda item at Group Executive Committee meetings. The committee, which meets at least seven times a year, oversees the Group's financial and non-financial performance, and approves Group policies. The Head of Risk, Sustainability and Human Capital is a member of the Group Executive Committee and reports to the SES Committee. The Head of Risk, Sustainability and Human Capital works with risk, sustainability and HR teams across the Group to implement consistent ESG and human capital strategies and initiatives.

Finance and Risk Review Committees

FRRCs support ARC and the SES Committee, overseeing operational risks, ethics, environmental performance, transformation in SA, health, safety and employee wellbeing, regulatory compliance and stakeholder management. Material concerns are elevated to the relevant board committees.

FRRCs are management committees chaired by executives who are not directly involved in the day-to-day running of the business segment concerned. The Chairman of Mobility Solutions' FRRC however is an external independent industry expert. The Group CFO and Head of Risk, Sustainability and Human Capital attend all FRRC meetings as invitees. Meetings take place quarterly for South African committees, and every six months for committees in the UK and Australia. The Asia operation is included in the SA Aftermarket Parts FRRC. A standardised agenda applies to all FRRC meetings.

During the year, increased accountability for sustainability reporting was placed on CEOs and/or CFOs, requiring them to approve the reports from their business segment and/or regional operation prior to FRRC submission.

Sustainability Management Committee

The Sustainability Management Committee drives synergy in the approach to environmental and social management across the Group. It is chaired by the Group Sustainability Manager and attended by representatives from business segments in SA and the UK. Feedback from Australia is provided separately due to time differences. The committee met on an ad hoc basis in 2024 to manage the implementation of the updated sustainability management system, assist in target formulation for the next three years, and understand the environmental strategies of business segments, particularly around waste management.

The insights gained from the committee's first year of operation will be used as input to refine its terms of reference to improve its performance and effectiveness.

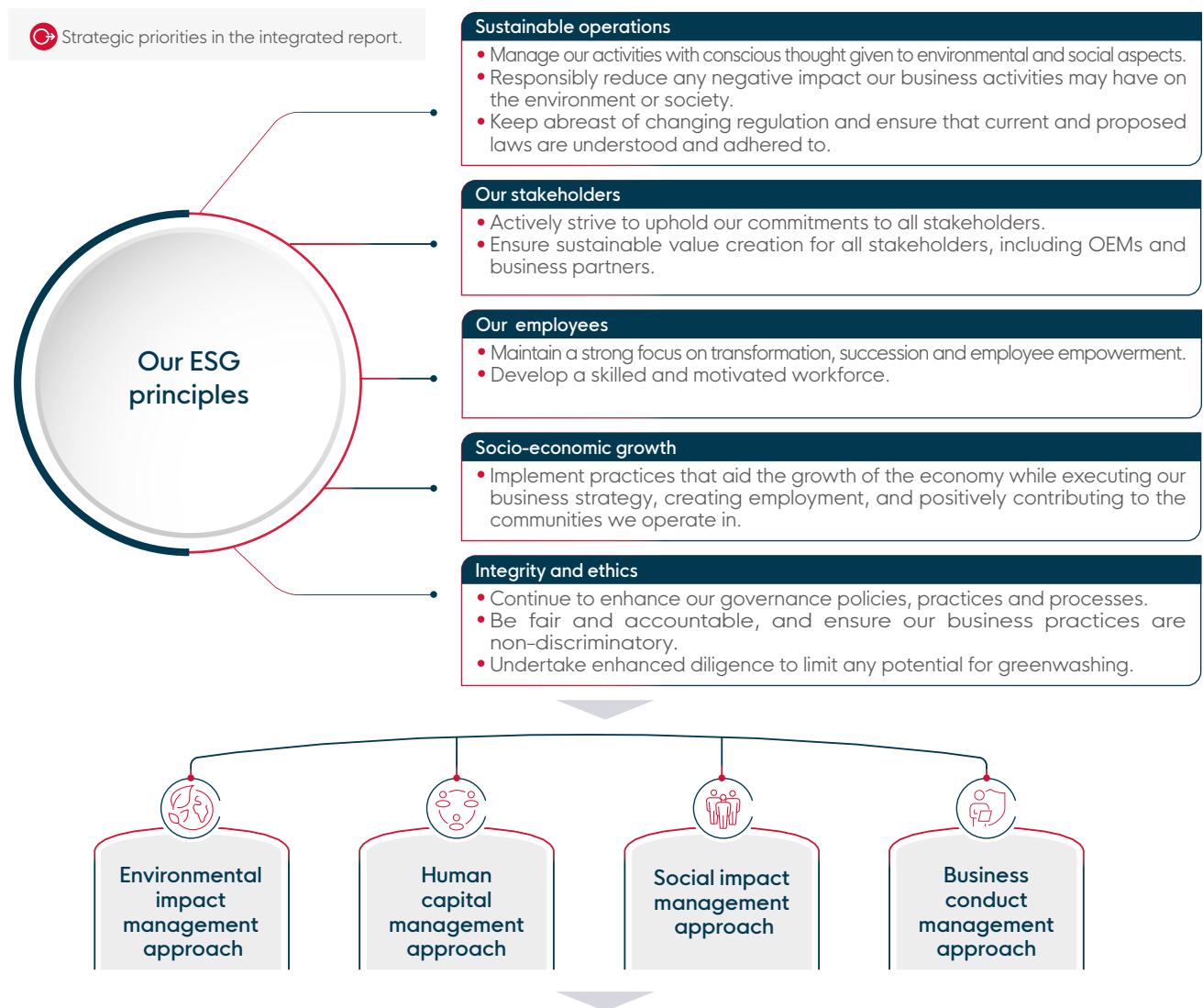
Property Committee

The Property Committee, chaired by Group CFO, reviews the Group's South African property portfolio in terms of acquisitions, property developments and properties held for sale. The committee is also responsible for approving and monitoring the implementation of our solar PV system replacement programme. All divisional CEOs and CFOs in SA attend the committee.

Integration of ESG in business strategy

The integration of ESG in the Motus business strategy is co-ordinated and measured, ensuring that we achieve our strategic objectives sustainably, and in compliance with our legal and regulatory responsibilities.

The ESG principles set out below guide the achievement of our strategic priority to 'invest in human capital and ESG initiatives'. They also protect our reputation and credibility as a responsible corporate citizen. This approach helps us to maintain an ESG profile that resonates with stakeholder expectations which, in turn, assists the Group to defend and grow market share, and deliver an attractive investment proposition.



Our desired ESG-related outcomes

- Relevance in our markets underpinned by a culture of innovation.
- Reputable brands that deliver value and uphold the Group's credibility and responsible corporate citizenship.
- A safe, rewarding, equal and fair working environment for all our employees with attractive career growth opportunities.
- Achievement of our diversity targets for race, gender and disability.
- A business that is run in an environmentally conscious and responsible manner.
- Positioned as a proudly South African market leader that contributes to the growth of the economy.
- A competitive B-BBEE rating in SA.
- Business activities and a company culture that maintain our moral compass.

Material ESG matters and priorities

Material matters	Priorities	Key metrics
Transition to a lower carbon economy    Page 51.	<ul style="list-style-type: none"> • Drive resource efficiency and renewable energy implementations. • Improve our environmental reporting, particularly waste data. • Meet our environmental targets. • Increase our focus on supplier sourcing and reporting. • Plan for a net zero carbon strategy and longer-term targets. 	<ul style="list-style-type: none"> • NEV¹ sales (UK). • Purchased electricity*. • Vehicle fuel consumption*. • Carbon footprint.
Reduce environmental impact   Page 62.		<ul style="list-style-type: none"> • Water consumption*. • Hazardous waste recycled. • Environmental incidents. • Environmental compliance.
Cultivate a diverse, equitable and inclusive workplace      Page 69.	<ul style="list-style-type: none"> • Meet our employment equity targets (SA) and improve gender representation at all management levels (Group). • Enhance the digital dexterity of employees. • Invest at junior management level to create a credible and diverse leadership pipeline from which to select future leaders. • Improve the Motus EVP² to support talent attraction and retention. • Provide equal and fair opportunities for all our employees. 	<ul style="list-style-type: none"> • Overall female representation. • Female representation at top, senior, middle and junior management (SA)*. • Overall black representation (SA). • Black representation at top, senior, middle and junior management (SA)*. • Black representation among dealer principals (SA).
Build leadership capability and talent pipeline     Page 79.		<ul style="list-style-type: none"> • Future leaders developed (SA). • Women leaders developed (SA). • Managers developed (SA and UK). • Employee turnover (SA and UK).
Provide a compelling employee value proposition      Page 86.		<ul style="list-style-type: none"> • Training spend. • Training hours per employee (SA). • Employee wellness (SA). • Labour compliance.

* Linked to executive remuneration.

✓ Target is in place.

¹ New energy vehicles (detailed definition in the glossary).

² Employee value proposition.

Integration of ESG in business strategy (continued)

Material matters	Priorities	Key metrics
Drive innovation to remain relevant and competitive Page 96.	<ul style="list-style-type: none"> • Maintain our focus on innovation and digitisation as critical business enablers. • Use technology solutions and our strategic partnerships to optimise the m^x platform sprints. • Continue to develop our mobility-focused capabilities. 	<ul style="list-style-type: none"> • New innovation projects started. • Innovation projects at year end. • Employee perception of innovation at Motus.
Protect the health and safety of people Page 105.	<ul style="list-style-type: none"> • Ensure all business sites meet their OHS compliance targets. • Deliver high-quality products. • Increase road safety awareness. 	<ul style="list-style-type: none"> • Average OHS audit score. • Road accidents. • Workplace accidents. • Fatalities. • OHS compliance.
Contribute to improving economic and social inclusion Page 114.	<ul style="list-style-type: none"> • Maintain a competitive B-BBEE rating. • Meet our enterprise and supplier development targets in the B-BBEE scorecard. • Continue to invest in initiatives that support employment creation and meaningful community upliftment. 	<ul style="list-style-type: none"> • Employment. • B-BBEE score (SA). • Preferential procurement spend (SA). • Enterprise and supplier development spend (SA). • Corporate social investment*.
Ensure ethical, fair and compliant business conduct Page 128.	<ul style="list-style-type: none"> • Ensure compliance in an increasingly complex regulatory environment. • Monitor new legislative developments. • Implement procedures and processes to ensure transparency, and ethical and fair treatment within the supply chain. • Deliver training to enhance governance implementation. • Protect the Group's data. 	<ul style="list-style-type: none"> • Regulatory compliance score (SA). • Compliance*. • Valid concerns identified through the whistle-blowing hotline.

* Linked to executive remuneration.
 Target is in place.

How we manage ESG

Business segments and regional operations have a degree of flexibility in how the Group's ESG management frameworks and policies are implemented, provided that the Group's minimum standard is maintained. Variation is allowed depending on level of sustainability maturity, and to enable operations to adhere to local legislation and norms, and maintain competitiveness in their individual markets. Regular engagement between Group functions and business segment and regional managements guide the effective integration of ESG into daily operations. Engagements also serve to enhance our ESG reporting.

A summarised view of our management approaches for environmental impact, human capital, social impact and business conduct follow on pages 27 to 30.



Environmental impact management approach (summarised)

Our approach to caring for the environment is encapsulated in the Motus values, which require us to be conscious of our environmental impacts when making business decisions and investments. We responsibly manage the environmental impacts within our control, and implement initiatives to protect the Group from the potential losses and damage associated with climate change. Motus is not a carbon- or water-intense business.

Key environmental impact management activities

- Directing 10% to 15% of our investment¹ in new building and property upgrade projects in SA to **efficient infrastructure and green solutions**.
- Regularly reviewing our **standard operating processes** to identify where we can achieve resource efficiencies to ultimately meet our environmental targets.
- Continuing to embed the Group-wide **waste management approach**: encompassing environmental protection (responsibly managing hazardous waste and reducing the volume of waste sent to landfill), compliance and waste certificates, and improving waste data collection.
- **Environmental training and awareness** to influence employee behaviour and gain employee support in achieving our environmental targets and objectives.
- **Engaging with stakeholders**, particularly OEMs, business forums and industry associations to keep abreast of technology advancements and policy developments that support a shift to a lower carbon economy.
- Complying with all **environment-related legislation** in all jurisdictions of operation.
- **Climate change scenario analyses** (limited) as part of disaster recovery and business continuity planning for high-value sites, and to identify supply chain vulnerabilities.

External standards and frameworks adopted

- Taskforce on Climate-related Financial Disclosures.
- ISO14001: environmental management systems (commercial vehicles UK).
- UN Global Compact.

Key internal frameworks and policies

- Environmental guidelines and frameworks.
- Group waste policy.
- Energy and waste recycling policies in the UK.
- Supply chain code of conduct.

¹ Applies to our owned buildings.

Detailed environmental impact management approach and TCFD report.

Integration of ESG in business strategy (continued)



HUMAN
CAPITAL

Human capital management approach (summarised)

Our people are the link between strategy and execution. It is therefore critical that we shape a culture where talent thrives, and all employees can perform to their full potential while feeling safe, supported and fairly treated. Our human capital management imperatives (shown below) support Motus' growth and transition to a customer-centric and innovative organisation, and aim to position Motus as the preferred employer in the automotive industry.

Key human capital management activities

- Investing in the **development and empowerment of our employees**, and initiatives that help them adapt to change and navigate periods of volatility.
- Embedding DEI**: addressing any potential for discrimination, driving diversity awareness and training, and the intentional recruitment, development and promotion of employees in designated groups to achieve our DEI targets.
- Engaging with employees** to understand their concerns and respond with practical improvements to enhance the employee experience.
- Providing employee access to **wellbeing assistance** – enhancing our EVP, boosting employee morale and resilience, reducing absenteeism, and improving productivity.
- Succession planning** for top, senior and middle management roles, and ensuring that our **leadership development programmes** equip current and potential leaders with the key behaviours and skills to advance within Group.
- Delivering **learning and development** opportunities at all employee levels to support strategic delivery, digitisation and innovation, DEI, and a robust succession pipeline.
- Aligning employee performance and expectations with the Group's strategic priorities, and ensuring that employees are **fairly assessed, rewarded and recognised** for exceptional performance.
- Identifying talented individuals** and supporting their development and growth.
- Driving **improved workforce planning**.

External standards and frameworks adopted

- Labour standards of the International Labour Organization.
- UN Global Compact.

Key internal frameworks and policies

- DEI framework.
- Board diversity policy.
- Employment equity plan in SA.
- Policy to accommodate the needs of people living with disabilities.
- Policy to guard against harassment (SA)¹.
- Policies on learning and development.

¹ Aligns to SA's Code of Good Practice on the Prevention and Elimination of Harassment in the Workplace.

Detailed human capital management approach.

Our human capital management imperatives for 2025 and 2026

United adaptability

Cultivate a change-resilient culture that capitalises on our collective intelligence to achieve superior business outcomes.

Fast-tracking excellence

Enhance talent acquisition to shorten the time from hiring to peak performance (i.e. effective and efficient contribution).

Spotlight on talent

Increase the visibility of key talent to improve internal workforce mobility and career progression.

Upskill for tomorrow

Evolve current skills sets to prepare employees for future challenges and the Group's future skills demand.

Our commitment to diversity, equity and inclusion

HR systems and enablement



Social impact management approach (summarised)

Motus promotes physical and social mobility, making a positive difference in societies and the lives of our customers, employees and other stakeholders. Our health and safety procedures are continuously monitored to ensure that we are adept at understanding where risks exist or may occur. This includes stringent quality controls that apply at every touchpoint where we are responsible for product safety in the lifecycle of a vehicle.

Just as important is the safety and wellbeing of our communities. We use Mobility for Good to strengthen our relationships with our stakeholders, create inclusive opportunities for community upliftment, and support employment.

Key social impact management activities

- Auditing all business sites for compliance to our **minimum OHS standards**. Sites that fall below target are re-audited within set time periods until they are compliant.
- **Investigating serious accidents and all fatalities** to identify root causes and the controls needed to minimise the likelihood of reoccurrence. Disciplinary measures and financial penalties apply to a driver and dealership/business when a driver is found to be at fault in a road accident.
- Providing **health and safety training and awareness** to drive a safety mindset.
- Employing **stringent quality and safety controls**, policies, systems and training programmes to deliver high-quality workmanship in our service departments as well as quality pre-owned and demo vehicles, rental vehicles in optimal working condition, and quality assured aftermarket parts and accessories.
- Complying with all **legislation in all jurisdictions** of operation pertaining to OHS and product safety and quality.
- Participating in **business forum and industry association events** to share our expertise, support broader national strategies, contribute to progressing the transformation of the automotive industry, and help shape upcoming regulation.
- Continually improving our **B-BBEE¹ initiatives and reporting** to maintain our preferred supplier and employer status.
- Finding ways to direct more of our controllable spend (outside of our franchise and OEM procurement) to **B-BBEE compliant businesses**, increasing our procurement with SMEs, and providing black-owned SMEs with business development support. SMEs that receive ESD² loans are monitored.
- Investing in **education and youth development, health and road safety** to address community needs in a meaningful and positive way.

External standards and frameworks adopted

- ISO45001: occupational health and safety management systems (UK).
- ISO9001: quality management systems (commercial vehicles UK).
- SAVRALA³ standards.
- SAE International's⁴ technical standards and recommended practices.
- ISO/TS16949 accredited suppliers.
- B-BBEE (SA).
- UN Global Compact.

Key internal frameworks and policies

- OHS framework, policy and standards.
- Quality standards.

¹ The Group B-BBEE scorecard is published at the end of September every year on the Motus website.

² Enterprise and supplier development.

³ SAVRALA (the Southern African Vehicle Rental and Leasing Association) is an independent industry body that sets acceptable industry norms for rental vehicles.

⁴ SAE International (initially established as the Society of Automotive Engineers) is an engineering standards organisation.

Detailed social impact management approach.

Integration of ESG in business strategy (continued)



SOCIAL AND
RELATIONSHIP
CAPITAL

Business conduct management approach (summarised)

For Motus, integrity means always acting with honesty, fairness and transparency; conducting our business with diligence; and respecting each other, our customers, OEMs, suppliers and other stakeholders as well as the communities in which we operate.

Our Code of Ethics, leaders, standard operating systems and Group values guide employees on how to exercise good judgement and obtain advice on appropriate business conduct.

Unethical and fraudulent behaviour is not tolerated.




Key business conduct management activities

- **Training employees**, including YES learners, on the behaviours we expect, our Code of Ethics and fraud prevention policies, compliance and regulatory changes that impact them, protection of personal information, and cyber resilience and information security.
- Taking decisive action when misconduct is brought to our attention. All **confirmed incidents of fraud are reported** to the relevant authorities. Where appropriate, resources are provided to support the criminal prosecution process.
- Monitoring reports of alleged misconduct received through the independently managed **whistle-blowing hotline** (all stakeholders) and other mechanisms available to employees. All reports are investigated.
- Select employees in SA annually **self-declare conflicts of interest** and their compliance with key policies and ethical standards. In the UK and Australia, conflicts of interest are reported at divisional meetings.
- Ensuring that there are **no contraventions of human rights**, either in our business or supply chain.
- Ensuring that our OEMs and suppliers comply with our Code of Ethics, **supply chain code of conduct**¹ and all applicable legislation. The assessment of the ESG performance of our suppliers remains an area for improvement.
- Implementing effective action plans to ensure compliance, employing robust **customer due diligence processes**, and regularly reviewing our processes and policies to ensure that all **regulated products and services comply** with applicable legislation. Employees who fail to adhere to our policies and controls face appropriate disciplinary action.
- Providing all employees subject to 'fit and proper' requirements with the **training and continuous professional development** needed to maintain their accreditation to advise on and offer intermediary and binder services.
- Investing in the **most relevant security controls** for our systems, critical infrastructure and end user devices, and employing best privacy practices. Data privacy and protection management extends to our suppliers and third parties.
- Conducting **cyber-threat assessments** to analyse our **cybersecurity controls** and understand prevailing industry and regional threats.

External standards and frameworks adopted

- Universal Declaration of Human Rights.
- International Labour Organization's Declaration on Fundamental Principles and Rights at Work.
- UN Global Compact.
- National Institute of Standards and Technology Cybersecurity Framework.

Key internal frameworks and policies

-  Code of Ethics.
-  Group anti-bribery and corruption policy.
-  Conflicts of interest policy.
-  Supply chain code of conduct.
- Policies relating to modern day slavery (UK and Australia).
- Data protection framework and related policies.

 Detailed business conduct management approach.

¹ Outlines our requirements for procedural compliance, human rights, environmental stewardship, labour practices, guarding against bribery and corruption, conflicts of interest and fair business practices.

Looking ahead

The ESG maturity assessment, concluded in 2023, highlighted that Motus is a fairly mature reporter; however, there are gaps between our reporting and stakeholder expectations and/or sustainability reporting frameworks. We are working to close these gaps and improve our ESG disclosure, with good progress made during the year.

Gaps addressed

- **ESG- and climate-related training:** two senior managers responsible for sustainability management and reporting received external training, which we expect to extend to more executives in the future. In the next 18 months, the board will receive training on the requirements of the Companies Amendment Bill and its aim to address societal concerns.
- **Data on environmental impact offsets:** we implemented an updated sustainability management system and improved the quality of our data for renewable energy sourced and water recycled. In the coming year, embedding our sustainability reporting standards, framework and system will be a key focus.
- **Waste data:** we reviewed our collection of waste data during the year, finding inconsistencies. Action plans are in place to ensure that we can set 2025 as our waste management baseline against which we can start to define targets. Improving our waste management and reporting will be key focus areas for the next three years.
- **Employee metrics that align to reporting framework requirements:** we implemented a human capital management system, which is improving the quality of our people-related data.

ESG focus areas (2024 to 2028)



Environment

- Define Motus' environmental strategy in terms of science-based targets and zero emissions.
- Operate an appropriate and efficient dealership footprint, the biggest driver of our electricity, water and vehicle fuel consumption.
- Assess the locations of our dealerships in terms of physical climate-related risks, changing weather patterns and ageing municipal infrastructure.
- Develop solutions that maintain customer experience when resource supply is interrupted.



Social

- Implement the enhanced people strategy, which emphasises a collaborative culture, talent management, and the development of future-ready skills.
- Review our social programmes to assess the effectiveness of our CSI against project impact.



Governance

- Continue to develop the governance framework around our environmental impact.
- Understand the ESG factors that we can control within the supply chain to support the implementation of responsible sourcing processes and reporting.
- Validate GHG emissions reduction targets (SBTi).

Stakeholder engagement on ESG issues

Motus is as strong as our enduring stakeholder relationships, built over many decades and which have withstood many market challenges. The unrivalled strength of these relationships is a sustainable competitive advantage that protects against volatility and supports growth. We therefore proactively engage with our key stakeholders¹ guided by our Code of Ethics. This allows us to respond appropriately to their legitimate and reasonable needs, interests and expectations, to align these needs, interests and expectations with those of the Group, and to demonstrate our role in society and our sustainability beyond tomorrow. Key stakeholder concerns are escalated to the board.



Business relationships

Customers, OEMs, suppliers, business partners², and business forums and industry associations.

Our strong and open working relationships with our OEMs and suppliers are critical to our customer relationships, enabling us to deliver quality products and services that meet customers' mobility needs. Our strategic business partners enable a greater reach for our products and services. Our relationships with these stakeholders help us identify any potential supply chain risks that may impact our customers and reputation, and ensure that expectations around ethical standards and regulatory requirements are met. We provide OEMs with superior route-to-market infrastructure, and high ethical and customer service standards that protect their brand reputation. Increased engagement with our suppliers on ESG imperatives in the supply chain is a priority for 2025, particularly for Aftermarket Parts. Our memberships in business forums and industry associations enable us to contribute to the shaping of our regulatory and operating environment, maintain alignment between the Group and the sector's interests, and ensure a competitive yet collaborative industry.

How we engage

- Regular executive engagements with OEMs and suppliers.
- Customer surveys.
- Operational meetings.
- Membership in business forums and industry associations.
- Media releases.
- Digital communication channels, including social media and online platforms.

What's important to them



Environment

- Impact and timing of a shift to NEVs.
- NEV policy development in key geographies.

Page 53

Page 53

Social

- Products and solutions tailored to customer needs, including digital and in-person options as well as convenient access to information.
- Affordable and value-for-money vehicles, parts and service offerings.
- Customer service excellence.
- Meeting OEM quality and customer satisfaction targets.
- Social transformation in the South African automotive industry: B-BBEE rating, black ownership, sector-related employment equity targets and opportunities for black suppliers in the supply chain.

Page 101

Page 109

Page 132

Page 109

Page 75 and 114

Governance

- Ethical business conduct and standards as well as appropriate corporate governance processes.
- Protection of personal data.
- Impact of regulatory changes.

Page 128

Page 135

Page 133

¹ Our stakeholders include a wide range of groups and individuals who may be affected by our business activities, outputs, outcomes and strategy.

² Our strategic business partners include B-BBEE, franchise and joint venture partners.



Human capital relationships

Employees and organised labour.

Every employee contributes to building, maintaining and deepening the relationships with our customers and other stakeholders on whom we depend. In return, we provide a high-quality, fair and safe working environment with career development opportunities. This supports a high-performance culture and our ability to attract and retain talented individuals. We respect the right of our employees to belong to organised labour/union representation, with many employees in SA choosing to be represented. We engage fairly, openly and respectfully with our employees and their chosen representatives, enabling us to better understand where we can improve the work experience.

How we engage

- Employee surveys.
- Regular employee interactions and communications.
- Employee evaluations, appraisals and processes for setting key performance criteria and performance management.
- An independent whistle-blowing hotline and other reporting mechanisms.
- Training and development initiatives and programmes.
- Innovation platform and events.
- Digital communication channels, including social media and online platforms.

What's important to them



Social

- A working environment that supports employee health and wellbeing. Page 91
- A diverse workplace and inclusive culture. Page 69
- Performance against employment equity targets (SA) and gender targets (Group). Page 69
- Job security, competitive remuneration, performance recognition and career mobility. Page 83 and 86
- Access to training initiatives and programmes that support career development. Page 81 and 89
- Managing leadership talent and succession planning to align the people strategy to the evolving needs of the Group. Page 79
- Enhanced communication that promotes transparency, innovation and leadership visibility. Page 88
- Impact of disruptive technologies on employee roles and skills sets. Page 89

Governance

- Ethical business conduct: organisational policies and codes of conduct. Page 130
- Compliance with labour laws. Page 86

Stakeholder engagement on ESG issues (continued)



Financial capital relationships

Shareholders, the investment community, and financial institutions.

Collectively, the investment community supports the effective functioning of the equity markets that are essential to attracting capital at a fair price and which is needed by the Group to deliver sustainable growth and value creation. Research analysts facilitate an understanding of the Group that benefits our shareholders, prospective investors and financial institutions. We work with financial institutions to access hedging instruments and debt funding at competitive rates in different jurisdictions. Our transparent engagement with this stakeholder group builds trust and balances our objectives with their value creation expectations.

How we engage

- Interim and year-end reporting.
- AGM.
- Regular investment communication and engagement, including SENS announcements, interviews with stakeholders and conferences.
- Capital markets and investor days.
- Regular meetings with shareholders, investment analysts and funders.
- Participation in industry specific panel discussions.
- Digital communication channels, including social media and online platforms.

What's important to them



Environmental

- Environmental improvement: sustainable use of water, energy and fuel.
- Meaningful reporting on the Group's climate-related risks.

Page 58 and 64
TCFD report

Social

- SA's fragile macro-economic environment: social risks and potential supply chain disruption.
- Distribution of Motus shares to B-BBEE shareholders when Ukhamba unwinds in October 2025.
- Succession planning and talent management.

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Page 117
Page 79

Governance

- Independence, skill and diversity of the board.
- The expertise, skill and diversity of management.
- Governance of sustainability.
- Performance against ESG targets and strategies.
- Refinancing of our sustainability-linked financing facility.
- Impact of regulatory change on the business.

Page 20
Page 69 and 81
Page 19
Page 50
Page 18
Page 133



Regulatory relationships

Government departments and regulators.

The Group is subject to a complex range of regulations set by governments and regulators across our markets. Robust engagement with these policymakers ensures that we maintain our operating licences, and comply with all relevant legislation and industry standards. It also enables us to collaborate with authorities on solutions that address the socio-economic and environmental challenges faced by our industry and the countries in which we operate.

How we engage

- Business forum and industry association memberships.
- Ongoing interactions with regulators and government authorities.

What's important to them



Environmental

- Proposals to support the NEV transition and protect SA's competitiveness in automotive manufacturing. Page 55
- Investment in environmental improvements: energy-efficient technology, alternative water sources and other green solutions. Page 51 and 62

Social

- Transformation of the South African automotive industry: Page 116
 - Draft sectoral employment equity targets. Page 75
 - Performance against employment equity targets. Page 75
 - Amended Guidelines for Competition in the South African Automotive Aftermarket. Page 134
- Road safety education and awareness (SA). Page 111

Governance

- Legal and regulatory compliance, including understanding the impact of legislative changes. Page 133
- Response to data privacy and IT security risks. Page 135
- Quality of customer outcomes and oversight controls on regulated products and services. Page 132

Stakeholder engagement on ESG issues (continued)



Social relationships

Civil society, communities and the media.

The Group builds trust and protects its social licence to operate by being a good corporate citizen, and maintaining constructive relationships with civil society and the communities in which we operate. We cultivate long-term CSI and NGO partnerships to drive meaningful, positive impact. The media provide a channel of communication with our stakeholders, and influence their opinions about the credibility of our sustainability performance and reputation.

How we engage

- Road safety awareness and CSI programmes.
- Interactions with NGOs and business associations.
- SA's YES4Youth Programme.
- Media outreach and response, including CEO and CFO radio, print media and online interviews.
- Digital communication channels, including social media and online platforms.

What's important to them



Environmental

- Managing environmental concerns.

Page 51 and 62

Social

- Skills development, job creation and meaningful employment.
- Procurement strategies and enterprise development that support transformation and socio-economic inclusion.
- Transformation of the automotive industry through meaningful and appropriate DEI initiatives.
- Projects that meaningfully and sustainably support community development.
- Assisting social partners to expand their critical work in vulnerable communities.
- Social cohesion.
- Deteriorating infrastructure in SA.

Page 74 and 89

Page 118

Page 69

Page 120

Page 120

Page 114

Page 41

Governance

- Managing legislative concerns.
- Combatting corruption.
- CSI governance and decision-making framework.

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Page 130

Page 19

 Engaging with stakeholders in the integrated report.

ESG risks and opportunities

ESG risks are integrated in the Motus enterprise risk management framework outlined below. Our approach is both about understanding what risks we should take, and having the competencies to ensure that our decisions are responsible and balance the risk/reward ratio. New risks are added to our risk registers as they emerge.

Integrated risk management framework

Governance

Develop frameworks for risk management, compliance, OHS and fraud etc.

Set risk appetite and tolerance levels.

Ensure appropriate committee oversight (ARC and FRRCs).

Implement an effective risk and compliance organisational structure.

Collaborate with assurance functions.

Enterprise risk management

Identify and assess

Identify, assess and prioritise risks using risk registers and compliance self-assessments etc.

Mitigate

Mitigate risks through controls such as business continuity plans and OHS checklists etc.

Monitor

Monitor risk exposure and ensure exposure falls within the Group's tolerance levels.

Report

Report on risks and their mitigation.

Risk culture

1

Engage with senior executives.

2

Ensure transparent risk communication.

3

Employee education and training.

Resources

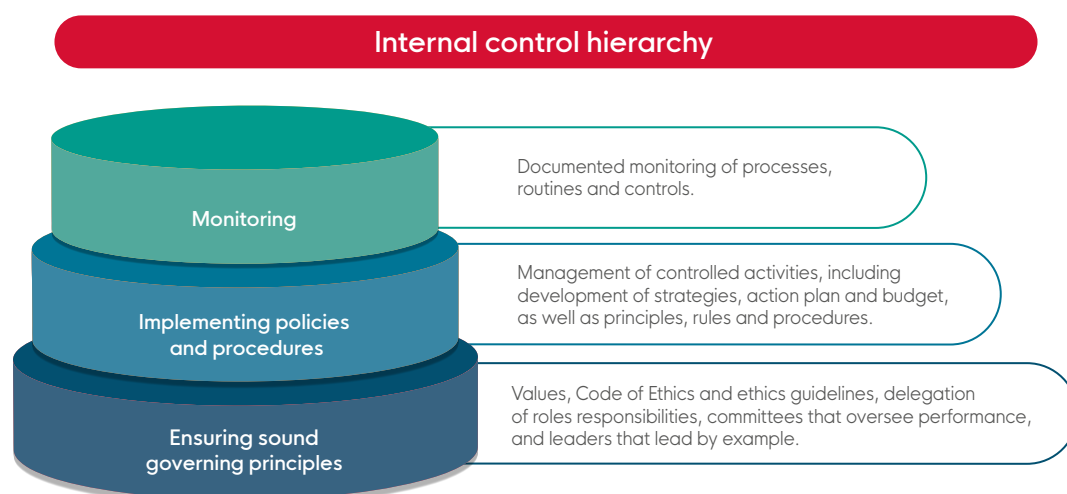
Develop talent to manage risks (learning and development).

Implement risk management tools and technology such as risk management information system, ethics self-declaration tool and whistle-blowing hotline etc.

Integrate with business activities

Combined assurance framework which provides a co-ordinated and effective Group-wide approach to risk management (three lines of defence and the CSA Programme).

ESG risks and opportunities (continued)



Risk management highlights for 2024

As part of our continuous improvement and quality assurance, we developed a risk maturity index in 2024, covering the risk management framework defined by ISO31000:2018. Based on business segment self-assessments, the Group's overall average score for risk maturity was four out of five. Each business segment has received feedback on areas for improvement. A priority for the coming year is to drive the consistent application of the Group's risk appetite and tolerance framework in business decisions.

Our Group-wide CSA Programme assesses the adequacy of the risk, financial and operational control environment against documented business processes and Group directives and frameworks. Where gaps are found, remedial actions are implemented. Over 2 500 employees across business segments, regional operations and Group functions are involved in the monthly CSA.

In 2024, internal audit started a review of the CSA Programme to make sure it covers key control areas and the aspects covered by independent assurers. We also implemented a Regulatory Compliance Self-Assessment Programme (see page 133), introduced a formal tool to track remedial action plans, and delivered risk management training.

There were no material compliance breakdowns with our internal controls during the year.

Business segments and regions (%)	2024	2023	2022
Rest of Africa	95	97	97
SA Aftermarket Parts	97	97	97
SA Vehicle Rental	99	98	98
Import and Distribution	98	98	97
Mobility Solutions	96	94	97
SA Retail	97	97	97
UK Retail	98	93	95

Note: Australia uses a different monitoring and reporting system which does not provide the same measurement outcomes.

Overall completeness

93% Target: over 90%

2023: 96%

2022: 93%

Overall compliance

98% Target: over 95%

2023: 97%

2022: 97%

Our ESG risks and opportunities



Environment

Climate change

Link to the Group's top risks: supply chain management/regulatory compliance/climate change

Risks	What we can control	Not fully in our control but we can have an influence
<ul style="list-style-type: none"> • Extreme weather events may cause harm to people; disrupt economies, business operations, supply chains, and vehicle and parts production; and cause asset and infrastructure damage. • Prolonged droughts due to higher temperatures could adversely impact resource availability and the supply chain given the geographic concentration of the supply of Importer OEM vehicles (India). • Increased costs due to: <ul style="list-style-type: none"> – Increased building maintenance associated with unusual weather patterns (already experienced in SA and Australia). – The need to insure and secure our assets against extreme weather events. – Higher prices of goods and services. – Emissions tax and the introduction of minimum energy-efficiency standards. • The capital needed to invest in solutions that optimise resource efficiency. • Ability to access finance; increasingly linked to an organisation's climate-related risks. • An adverse impact on demand for our products as customer preference shifts to products with lower negative impact on the environment. • A change in our product portfolio as OEM supply and country regulations shift to meet lower carbon economy requirements. • A tarnished reputation should stakeholders perceive that insufficient action is being taken to curb GHG emissions. 	<ul style="list-style-type: none"> • Operating in an environmentally conscious and responsible manner: <ul style="list-style-type: none"> – Robust environmental targets. – Environmental improvement projects. • Reporting transparently on our environmental impacts and mitigation actions: <ul style="list-style-type: none"> – Complete and accurate environmental data. • Understanding, monitoring and planning around the availability of NEVs from OEMs in each country of operation. • Ensuring compliance with the environmental aspects of our supply chain code of conduct. 	<ul style="list-style-type: none"> • The availability and supply of lower carbon emitting automotive products from OEMs. • National policy and the infrastructure needed to support plug-in EVs. • Environmental performance and climate-related risk mitigation in the supply chain.

Opportunities

- Be an organisation that is compliant and considers environmental aspects in its decision-making.
- Ability to secure additional financing opportunities based on our environmental performance.
- Procure lower emissions vehicles for our fleets.
- Provide battery charging infrastructure at dealerships as part of the customer value proposition.
- Grow our renewable energy footprint to reduce environmental impact and counteract business disruptions from load shedding.
- Introduce innovative products and services that meet customer preferences, and automate to deliver efficient processes.

Our 2024 performance

- Transition to a lower carbon economy: page 51.
- Reduce environmental impact: page 62.

Detailed information

- TCFD report.

ESG risks and opportunities (continued)



Social

Human capital

Link to the Group's top risks: economic and socio-political challenges/ technology and innovation/succession and talent management/B-BBEE status

Risks	What we can control	Not fully in our control but we can have an influence
<ul style="list-style-type: none"> Scarcity of qualified and skilled talent (leadership, managerial, digital and IT, specialised technical and customer-facing): <ul style="list-style-type: none"> Limits our ability to fill critical roles when they become vacant. Adversely impacts our competitiveness, and our ability to provide excellent customer service and achieve our strategic priorities. Drives up the cost of certain skills sets. The emigration of skilled employees from SA to better economic growth environments and remote working opportunities. Failure to help employees adapt to digitisation and technology advancement: <ul style="list-style-type: none"> Stunts employee growth and ability to work in an increasingly digital work environment. Adversely impacts our ability to meet the expectations of digital savvy customers, in turn, impacting our relevance and competitive advantage. Stress and mental health are impacting the productivity of workforces worldwide. 	<ul style="list-style-type: none"> Providing a leadership team that is diverse, effective and able to enrich the Group's entrepreneurial culture. Providing an attractive EVP that motivates, engages and retains current employees, and attracts the talent the Group needs through: <ul style="list-style-type: none"> Best practice HR processes, practices and procedures. Relevant learning and development programmes (building leadership capability and digital dexterity). An innovation culture that is collaborative and inclusive. Employee wellbeing support. Effectively managing talent: <ul style="list-style-type: none"> Implement the enhanced people strategy, which focuses on acquiring and developing talent. Identify our current and future critical skills needs. Formal succession planning. 	<ul style="list-style-type: none"> The increasing wage bill. Best practice labour standards in the supply chain.

Opportunities

- Be an employer of choice in the automotive industry.
- A highly competent, engaged and innovative workforce that drives our competitive advantage and strategy, operates efficiently, and builds lasting stakeholder relationships.
- A diverse and 'future-fit' talent pipeline that secures leadership continuity.
- Using AI and other digital tools for repetitive work, enhancing productivity and job satisfaction.

Our 2024 performance

- Cultivate a diverse, equitable and inclusive workplace: page 69.
- Provide a compelling employee value proposition: page 86.
- Build leadership capability and talent pipeline: page 79.
- Drive innovation to be competitive and relevant: page 96.



Social continued

Socio-economic development

Link to the Group's top risks: economic and socio-political challenges/
B-BBEE status/reputation and brand position

Risks	What we can control	Not fully in our control but we can have an influence
<ul style="list-style-type: none"> Higher food and energy prices worldwide. Increased levels of poverty and high youth unemployment due to subdued economic growth in SA (exacerbated by rising inflation), leading to civil unrest and posing a threat to social cohesion. Poor public infrastructure and inconsistent service delivery in SA. 	<ul style="list-style-type: none"> Participating in business forums and industry associations to identify social risks and opportunities as well as solutions that transform and grow SA's automotive industry. Supporting projects that drive economic inclusion, uplift vulnerable communities and address social challenges. Providing work experience and development opportunities for unemployed youth. Installing alternative sources of energy and water supply. 	<ul style="list-style-type: none"> The impact of load shedding and the increased cost of living on our customers and suppliers. The pace and scope of SA's economic, structural and policy reform.

Opportunities

- Provide innovative mobility solutions that reduce reliance on public transportation, solve social challenges and improve people's lives.
- Position Motus as a corporate citizen that is invested in the advancement of the economies in which it operates.

Health and safety

Link to the Group's top risks: supply chain management/regulatory compliance/
succession and talent management/reputation and brand position

Risks	What we can control	Not fully in our control but we can have an influence
<ul style="list-style-type: none"> Failure to meet OHS and product safety standards and regulations could cause serious injury for our people and other stakeholders, undermine our reputation, and potentially result in penalties and fines or loss of commercial licences. 	<ul style="list-style-type: none"> Protecting our customers, employees, communities and assets through: <ul style="list-style-type: none"> Best practice OHS processes and procedures. Robust quality control measures. The supply of reputable brands with high quality and safety standards. 	<ul style="list-style-type: none"> The cost of road accidents for rental businesses. Safety features of vehicles. Vehicle recalls. Non-adherence of employees and contractors to our OHS standards. Best practice OHS standards in the supply chain.

Opportunities

- Use telemetry and data analytics to assess driving behaviour and identify customers with high-risk profiles.
- Drive road safety awareness among our employees and the broader community.

ESG risks and opportunities (continued)



Social continued

Supply chain

Link to the Group's top risks: supply chain management/reputation and brand position

Risks	What we can control	Not fully in our control but we can have an influence
<ul style="list-style-type: none"> Failure to comply with OEM agreements or the loss of a key supplier could undermine our customer service and adversely impact financial performance. Negative environmental or social impacts arising from within the supply chain could create negative sentiment for the Group and result in financial loss. War-torn areas adversely impacting shipping routes, resulting in increased freight costs and delays. 	<ul style="list-style-type: none"> Maintaining collaborative and supportive relationships with OEMs and suppliers. Providing OEMs with a superior value proposition, maintaining their standards, and meeting their retail expectations in terms of customer service levels, quality and safety. Monitoring supply chain effectiveness to mitigate potential disruptions. Ensuring compliance with our supply chain code of conduct. 	<ul style="list-style-type: none"> ESG performance of suppliers.
<h3>Opportunities</h3> <ul style="list-style-type: none"> Be the OEM partner of choice. Access to a wide selection of high-quality and attractive products and recognisable brands. Support from OEMs and suppliers to overcome supply chain disruptions when they occur. 		

Transformation in SA

Link to the Group's top risks: economic and socio-political challenges/succession and talent management/B-BBEE status/reputation and brand position

Risks	What we can control	Not fully in our control but we can have an influence
<ul style="list-style-type: none"> Failure to meet transformation expectations, the sub-minimum requirements of the B-BBEE scorecard pillars, and sectoral equity targets could negatively impact our reputation, competitiveness and sustainability. Increasing emphasis on the ownership component of the B-BBEE scorecard. 	<ul style="list-style-type: none"> Employing a co-ordinated transformation programme designed to meet B-BBEE targets. Leveraging targeted interventions to source entry level talent, and promote internal and source external candidates from designated groups. Identifying opportunities to increase the participation of new entrants and small businesses in our supply chain. Supporting impactful community upliftment projects. 	<ul style="list-style-type: none"> Achieving preferential procurement targets given that the bulk of our procurement is linked to franchise agreements and OEMs.
<h3>Opportunities</h3> <ul style="list-style-type: none"> Achieve a B-BBEE scorecard rating that maintains a preferred supplier and employer status, improving our access to private sector and government business opportunities. Increase the number of majority black-owned dealerships. 		

Our 2024 performance



Cultivate a diverse, equitable and inclusive workplace: page 69.



Protect the health and safety of people: page 105.



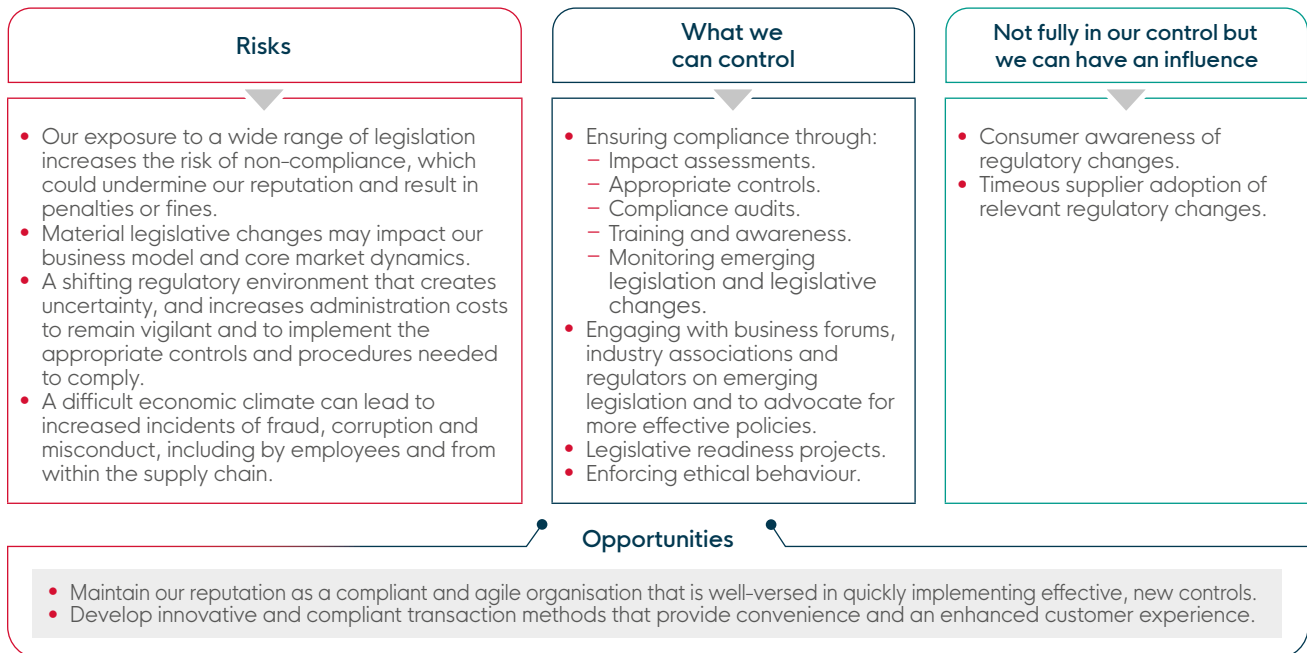
Contribute to improving economic and social inclusion: page 114.



Governance

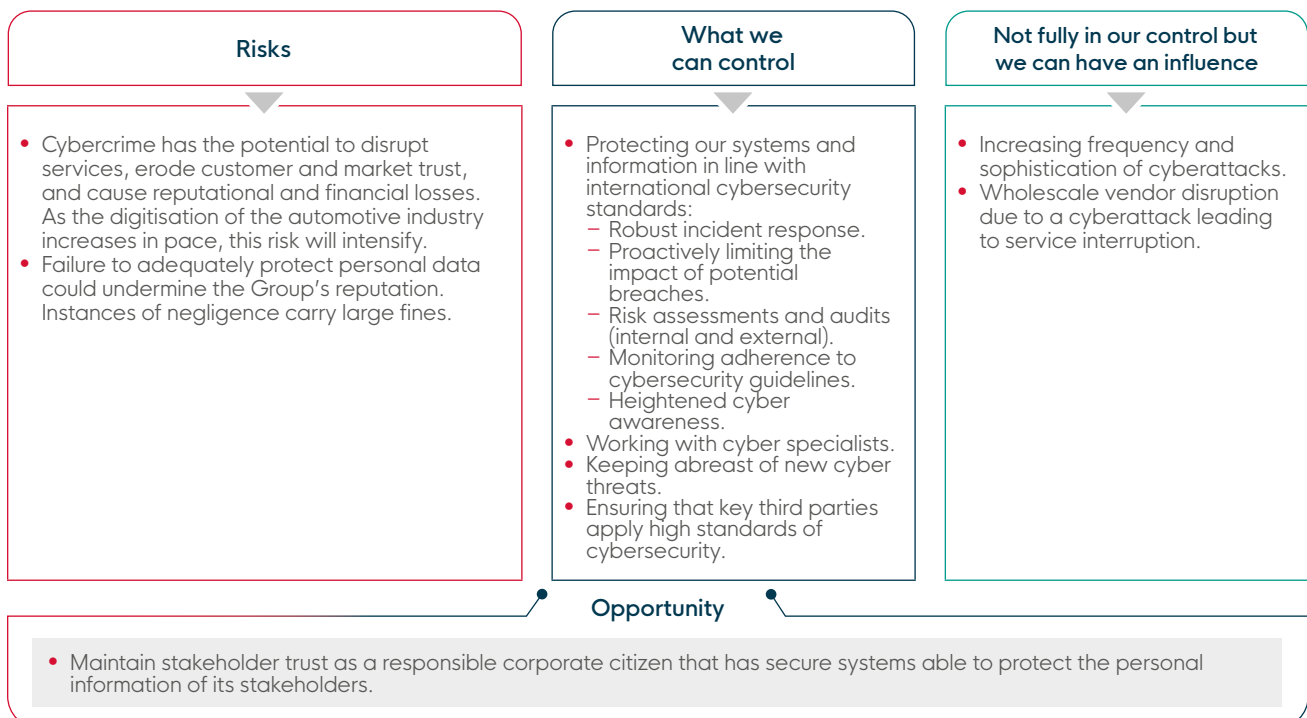
Regulatory compliance

Link to the Group's top risks: economic and socio-political challenges/regulatory compliance



Information security

Link to the Group's top risks: technology and innovation/regulatory compliance



Our 2024 performance

- Ensure ethical, fair and compliant business conduct: page 128.

ESG measurement and reporting

Standardising, streamlining and improving Motus' data gathering and monitoring systems and processes, as well as the assurance of our ESG metrics, are ongoing priorities. Quality and complete data not only supports better decision-making in the integration of ESG in our strategy and business plans, but also provides stakeholders with the information to accurately assess our sustainability performance, and identify our material risks and growth opportunities. Head office, operational management and external assurance providers perform data quality checks.

Sustainability management system

We use a combination of systems and excel tools to collect environmental and safety data across the Group monthly. The upgraded sustainability management system (live since July 2023) collates and tracks data on carbon emissions, water usage, waste generation, health and safety incidents and kilometres travelled from all business sites, covering owned, partially owned and leased sites in Africa, the UK, Australia and Asia. The upgraded system is more flexible, accommodating our constantly changing site footprint and activities, and will streamline our reporting against targets, support the uploading of bulk data, and assist the quality assurance process. On the back of this implementation, we expect to improve the quality of our environmental data in 2025 and gain more meaningful insight on key environmental drivers.

Users have received training on the system, its capabilities, and indicator definitions and terminology. To ensure the effective use of the system, users have access to guidance materials and technical support. They also receive support from the Group sustainability management team, and are informed about system updates or improvements.

In the UK Retail business, all employees have access to an underlying health, safety and environmental system to report all workplace incidents, including environmental incidents, and near misses¹. The system tracks incidents, regulatory compliance, risk assessments, action plans, and training as well as contractor permits and equipment maintenance schedules. For environmental matters, the system houses our environmental assessments, waste transfers and environmental impacts.

¹ Incidents that have the potential to cause harm but do not actually result in an injury.

Human capital management system

We implemented Sage, a human capital data management system, in SA in 2024. Following a successful data cleansing and migration process, the system went live in October 2023 with HR users receiving induction training prior to launch and more in-depth training thereafter. Both systems were run in parallel to ensure the integrity of payroll data and that employees were not negatively impacted.

The system has greatly simplified the payroll process, and the single source of employee data is streamlining our HR processes and improving our HR decision-making and strategic planning. Future implementations include employee onboarding and offboarding, which will enhance how new recruits first experience Motus.

Short training videos and manuals were made available to support and guide all employees on how to navigate the new employee self-service portal.

In the UK Retail business, we continued to build on our human capital system infrastructure, which now comprises upgraded performance and learning management systems, and most recently, an improved recruitment system. Implementing best practice processes such as multi-factor authentication across this infrastructure continues.

These system implementations mark a significant step towards modernising our human capital data management, enhancing efficiency, compliance and data integrity. The automation of further HR processes will allow more time for strategic human capital management tasks, and will be managed according to a detailed business case and technology roadmap.

B-BBEE management system

B-BBEE data from all business segments in SA is gathered monthly using a B-BBEE reporting system.

External benchmarking of ESG performance

Motus
Rating

3,4 out of 5

2022: 3,3



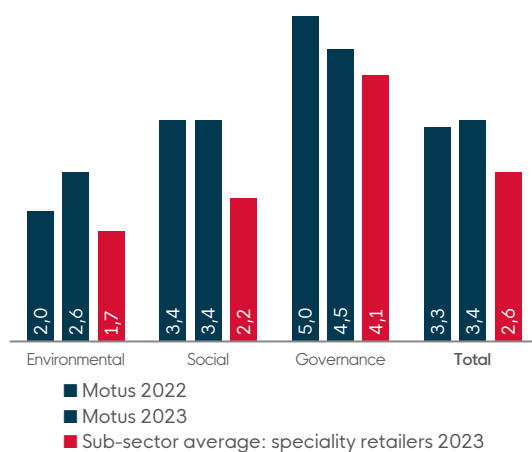
FTSE4Good Index Series

Developed by the global index provider FTSE Russell, the FTSE4Good index series measures ESG practices. It is used by a variety of market participants.

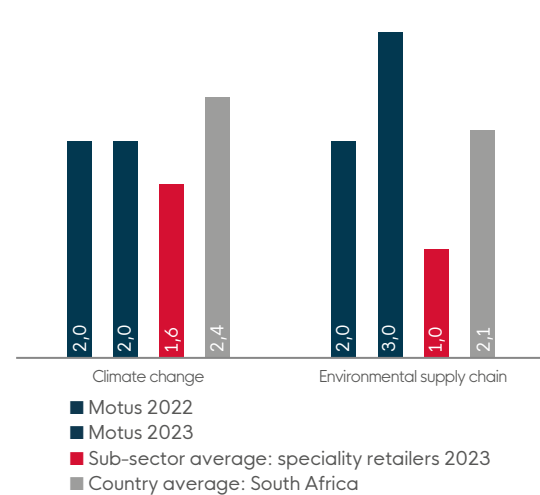
Latest rating date: June 2023

Motus was not assessed by FTSE Russell in 2024 due to our CDP submission timing.

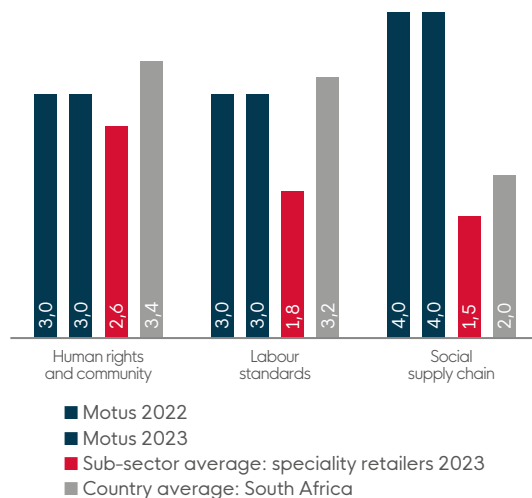
Overall



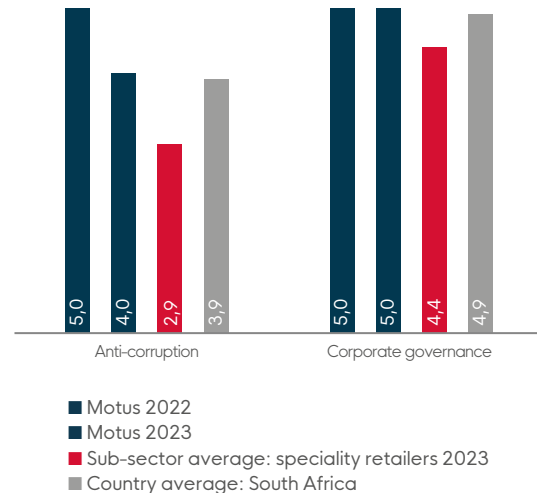
Environment themes



Social themes



Governance themes



External benchmarking of ESG performance (continued)

Motus
Rating

AA

March 2023: AA
July 2022: A

MSCI
ESG RATINGS

MSCI ESG ratings

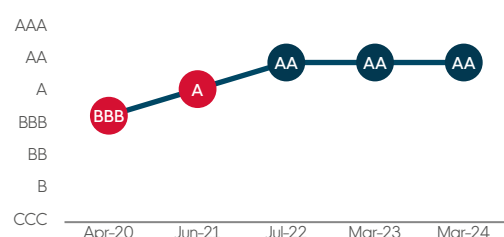
MSCI measures a company's management of financially relevant ESG risks and opportunities, using a rules-based methodology. The MSCI rates companies according to their exposure to ESG risks and how well they manage those risks relative to their peers. Ranking is from AAA (leader) to CCC (laggard).

Rated at March 2024

Motus continues to lead global peers in corporate governance practices that are well aligned with investor interests. The majority of board members are independent, the board is led by an independent Chair, and supported by independent sub-committees. Motus' labour management practices are above average compared to most of its peers, offering performance-linked incentives and development programmes; however, the Group is exposed to potential labour challenges, inherent in the sector, that may cause operational delays. There is evidence of detailed policies on business ethics and to prevent corruption.

Motus' reporting lags that of its leading peers in privacy and data security of customer information. With a vast majority of the Group's revenues generated from carbon intensive products, the Group also lags its leading peers in the 'opportunities in clean technology' and 'product carbon footprint' categories. The South African government's plan to transition the transport sector to EVs by 2035 presents opportunities for the vehicle retail business. Motus does not have specific targets to increase the sales of such vehicles.

Our ESG rating history



Key scores

	Weight	Score	Industry average
Industry-adjusted score		8,0	
Weighted-average key issue score		5,9	
Environment	22%	3,1	4,0
Social	39%	5,7	5,2
Governance	39%	7,8	5,8

Our response

Motus safeguards its operations and environment in line with industry standards and regulatory requirements, and has a robust information security risk management and assessment framework. We have engaged with MSCI to understand what information investors require in terms of privacy and data security. This will help us to understand where we can improve our disclosure without creating vulnerabilities by reporting information that could be used by cybercriminals to compromise our security controls.

As an automotive retailer, we depend on OEMs to supply lower and zero carbon emissions vehicles in our key geographies. We retail electric and hybrid vehicles in line with customer demand, and are able to adapt quickly should customer demand for these types of vehicles increase. Demand in the UK market is increasing; however, remains low in SA for a number of reasons (see page 55). Demand in Australia is also low; however, expected to increase due to changes in regulation. At this point in time, it is somewhat premature for Motus to set sales targets for NEVs.

Motus

Rating

C

for climate
change and
water



Climate change and water CDP

The CDP is a not-for-profit organisation that runs the global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts. It assesses climate change and water reporting, including governance and risk management aspects. Submission is voluntary. The CDP enables companies to progress towards environmental stewardship through benchmarking and comparison against peers. Ranking is from A (best) to D- (worst).

Latest rating date: July 2023

At the time of reporting, we were collating our 2024 submission to the CDP for both carbon and water. The CDP will release the results of its reviews in the second quarter of the 2025 calendar year.

Motus ranking for climate change



2022: **D**

2021: **D**

Motus ranking for water



Submitted for the first time

Average performance

Trading, wholesale,
distribution, rental and
leasing: **C**

Africa: **B-**

Global: **C**

Average performance

Trading, wholesale,
distribution, rental and
leasing: **C**

Africa: **C**

Global: **C**

CDP score report.

Contribution to the UN SDGs

Through our business activities, focus on the environment, transformation and community upliftment initiatives, and ethical and compliant business conduct, Motus contributes most meaningfully to the nine UN SDGs¹ listed below. These areas align most closely with our purpose and reflect Motus' unique strengths and capabilities.

	How we contribute		Our impact
<p>Targets: 1.4 and 1.5</p>	<ul style="list-style-type: none"> • Employment and employee development. • Job creation. • B-BBEE strategy and performance. • Community upliftment programmes. • Learnerships and apprenticeships. • Inclusive procurement. • Value creating business activities. 	<p>20 156 people employed (Group). 2023: 19 817</p> <p>Level 3 B-BBEE scorecard rating (SA). 2023: Level 3</p>	<p>R24,7 million CSI spend (Group). 2023: R26,5 million</p> <p>R96 million ESD spend (SA). 2023: R119 million</p>
<p>Targets: 3.4, 3.6, 3.7 and 3.8</p>	<ul style="list-style-type: none"> • Employee assistance programmes. • Wellness initiatives for employees. • Unjani Clinics network. • Road safety awareness initiatives. 	<p>1 023 wellness assistance cases logged by employees (SA). 2023: 426</p> <p>1 129 986 patients served by the Unjani Clinics network (SA). 2023: 1 039 060</p>	<p>215 Unjani facilities offering affordable healthcare (SA). 2023: 164</p> <p>>2,4 million learners have received road safety education since 2011 (SA). 2023: >2,2 million</p>
<p>Targets: 4.1, 4.4, 4.5 and 4.7</p>	<ul style="list-style-type: none"> • YES4Youth Programme. • Learnerships and apprenticeships. • Development of black people, women and those living with disabilities. • Motus Technical Academy. • DP World and Motus Community Trust. • Bursary programme for the children of our employees. 	<p>650 YES4Youth learners recruited in our fourth cohort (SA). 2023: 1 395 in first, second and third cohorts</p> <p>1 360 apprentices trained by the Motus Technical Academy (SA). 2023: 1 167</p>	<p>84% of SA training spend benefitted black employees. 2023: 79%</p> <p>81 resource centres reaching >94 000 learners (SA). 2023: 71; >79 300 learners</p>
<p>Targets: 7.2 and 7.3</p>	<ul style="list-style-type: none"> • Solar PV systems. • Energy-efficient technology. • Targets to reduce vehicle fuel consumption and purchased electricity. • Import and sale of NEVs. 	<p>52 sites use energy from solar PV systems (Group). 2023: 42</p>	<p>1 975 kW of renewable energy sourced (Group). First year of reporting</p>

¹ The 17 UN SDGs aim to drive global progress toward a more sustainable future, accelerating sustainable and inclusive growth.



Full UN Sustainable Development Goals report.

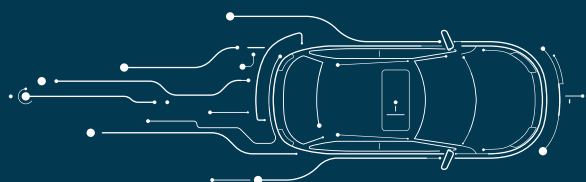
How we contribute	Our impact
<p>Targets: 8.2, 8.3, 8.5, 8.6 and 8.8</p> <ul style="list-style-type: none"> Programmes that build digital dexterity. Leadership and skills development. Innovation strategy. ESD programmes. DEI strategy. Health and safety management. 	<p>R221,2 million training spend (SA). 2023: R179,8 million</p> <p>81% of employees surveyed think that the Motus culture supports innovation. 2023: 75%</p> <p>95% average health and safety audit score (Group). 2023: 94%</p> <p>26 women enrolled in the Women in Leadership Programme (SA). 2023: programme paused¹</p>
<p>Targets: 10.2 and 10.4</p> <ul style="list-style-type: none"> DEI strategy. Salary benchmarking. B-BBEE strategy and performance. Community upliftment initiatives. 	<p>32% female representation in the workforce (Group). 2023: 31%</p> <p>79% black representation in the workforce (SA). 2023: 76%</p> <p>69% black representation at management level (SA). 2023: 68%</p> <p>Progressed a collaborative initiative to combat gender-based violence.</p>
<p>Targets: 12.4, 12.5 and 12.6</p> <ul style="list-style-type: none"> Water conservation and recycling. Responsible waste management and recycling. Compliance with environmental regulations. Motus ESG report and transparent disclosure. 	<p>698 732² kl water consumed (Group). 2023: 672 938 kl</p> <p>2,8 million litres used oil recycled (Group). 2023: 3,0 million litres</p> <p>11 860 kl water recycled (Group). 2023: 12 719 kl</p> <p>192 721 kg batteries recycled (Group). 2023: 221 790 kg</p>
<p>Targets: 13.1, 13.2 and 13.3</p> <ul style="list-style-type: none"> Targets to reduce electricity purchased and vehicle fuel consumed. Readying the Group for a net zero carbon emissions plan. 	<p>109 047² tCO₂e Scope 1 and Scope 2 (Group). 2023: 107 268 tCO₂e</p> <p>18 597² kl vehicle fuel consumed (Group). 2023: 17 082 kl</p> <p>69 111² MWh purchased electricity consumed (Group). 2023: 64 998 MWh</p>
<p>Targets: 16.4, 16.5, 16.6 and 16.7</p> <ul style="list-style-type: none"> Compliance framework and controls. Code of Ethics. Motus values. Anti-corruption and -bribery policies. Whistle-blowing hotline. Approach to governance. Stakeholder engagement. 	<p>0 incidents of regulatory non-compliance (Group). 2023: 0</p> <p>98% overall compliance in the CSA Programme (Group). 2023: 97%</p> <p>33 valid concerns raised through whistle blowing (Group). 2023: 25</p> <p>Launched an initiative to gauge regulatory compliance in SA, which will inform bespoke training.</p>

¹ Corrected to reflect the financial year.

² Metrics include MPD in the UK.

Performance

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Transition to a lower carbon economy



Why this is material

Producing nearly 80 million vehicles annually, the global automotive and transportation industry is estimated to be responsible for 10% of the world's carbon emissions¹. The industry is however also one of the few industries on track to make a timely switch away from fossil fuels² – a promising sign for the transition towards more sustainable modes of transport. Seventy countries enshrined their carbon emissions reduction commitments in law in calendar year 2023³, with legislation including tighter vehicle emissions standards. Investment decisions continue to demand better information on how organisational business models and strategies will be impacted by climate change, the resilience strategies adopted by organisations, and organisational plans to achieve a net zero carbon footprint.

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Key performance indicators (year on year)

NEV sales in the UK

▲ 6%

21,1%


Purchased electricity (Group)*#

▲ 2%

66 468 MWh

2024 target: 11% decrease on 2019



Vehicle fuel consumption (Group)*#

▼ 6%

16 112 504 litres

2024 target: contain to 6% increase on 2019



Carbon footprint (Group)

▲ 2%

109 047 tCO₂e

for Scope 1 and Scope 2 emissions.



Key

Pleased with performance

Room for improvement

Behind where we want to be

Linked to remuneration

Excludes MPD in the UK

^ Target met

¹ World Economic Forum | <https://www.weforum.org/agenda/2024/05/how-to-navigate-sustainability-in-the-automotive-industry/>.

² Systems Change Lab | State of Climate Action 2023.

³ NewClimate Institute Oxford Net Zero, Energy & Climate Intelligence Unit and Data-Driven EnviroLab | Net Zero Tracker | Net Zero Stocktake 2023.

Transition to a lower carbon economy (continued)

Key initiatives

- ▶ Installing solar PV systems, mostly in SA.
- ▶ LED replacement programmes.
- ▶ Converting fleets to energy-efficient or less carbon intensive vehicles.

Highlights

- Established a relationship with BYD, the world's largest manufacturer of EVs, opening three dealerships in the UK.
- In SA, load shedding eased in the second half of the financial year, resulting in a 31% decrease in generator fuel consumption compared to 2023.
- Installed seven solar PV systems in SA, with all four of the Importer PDCs now using renewable energy.
- Installed our second solar PV system in the UK.
- Made steady progress in our CDP reporting (see page 47).

Lowlights and challenges

- Inability of plug-in EVs to retain their residual values, making them less attractive for consumers.
- Financial constraints due to SA's tough economic environment, and limited availability of solar system equipment, slowed the pace of our solar PV system implementations.
- Lack of legislation and infrastructure in SA to feed excess renewable power into the grid and offset the cost of solar PV systems.

Objectives

Once our energy-efficiency and renewable energy projects mature, we will start to ready the Group for a net zero carbon emissions plan with targets for the South African operation. Our regional operations will align to national targets and OEM product guidelines.

Specifically:

- Introduce more traditional hybrid models into our product range for SA.
- Improve our electricity and fuel efficiency.
- Set new targets for purchased electricity and vehicle fuel.
- Validate GHG emissions targets by the SBTi¹ (changed to a medium-term objective).

Context

The 28th Conference of the Parties (COP) UN Framework Convention on Climate Change held in December 2023 highlighted that the commitment of the 2015 Paris Agreement to limit global temperature increase to 1,5°C above pre-industrial level is at risk, and likely to be breached in early to mid-2030. Achieving this target would require emissions reduction of around 7% annually to 2030. The current national climate plans for 195 parties to the Paris Agreement are insufficient, and likely to result in a 9% increase in emissions compared to 2010². Dissonance in stakeholder perceptions around urgency heightens the risk that key decision-makers miss key moments of intervention. Some of the actions agreed at COP28 include tripling the world's current renewable energy capacity, curbing non-carbon emissions, and phasing out fossil fuel production and consumption subsidies.

Over 140 countries (including China, the United States, India and the European Union) have set net zero targets. SA, Australia, the UK and European Union have committed to net zero emission targets by 2050.

SA's transport industry is the country's third largest source of emissions, contributing 11% of total emissions³ and therefore a key element in SA's strategy to reduce emissions. The Department of Transport's Green Transport Strategy (2018 to 2050) aims to reduce the industry's GHG emissions to 5% by 2050.

Shifting away from carbon-intense industries, which currently employ millions of workers, creates the risk that skills, jobs and social cohesion may be further eroded. SA's Just Energy Transition (JET) framework aims to create an equitable, zero-carbon economy that promotes sustainable economic growth, and a quality life for all South Africans. In the JET Investment Plan, five developed countries have agreed to channel USD8,5 billion to support SA's transition, focusing on increased renewable energy capacity, a faster exit from coal, and advancing innovation in EVs and green hydrogen vehicles.

¹ Science Based Targets initiative.

² United Nations | Climate Action | <https://www.un.org/en/climatechange/net-zero-coalition>.

³ dtic Electric Vehicle White Paper.

- Our approach to environmental impact management.
- Reduce environmental impact: page 62.

New energy vehicles

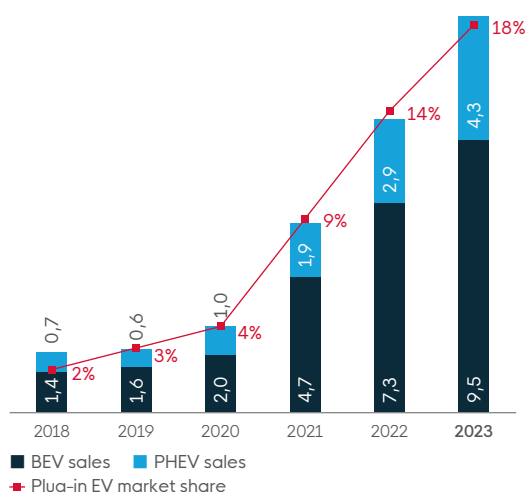
Automotive manufacturers are changing their offerings to lower or no-emission vehicles, including NEVs¹, sustainable fuel-driven vehicles and fuel-cell technologies. Many automotive manufacturers have committed to significantly reducing or altogether halting the production of ICE² vehicles in the next 10 to 15 years. Over 20 major OEMs, representing more than 90% of global vehicle sales in 2023*, have set electrification targets³. In 2023*, spending on electrified transport grew 36% to USD634 billion⁴; 2% more than global spending on renewable energy⁵.

According to BloombergNEF's 2024 Electric Vehicle Outlook⁶, the growth outlook for plug-in EVs (BEVs and PHEVs) is expected to reach 45% of global passenger vehicle sales by 2030, and 73% by 2040. While still positive, the growth rate is slower than previously forecasted, underscoring the need for critical policy support to boost adoption rates. Developing countries are likely to transition to NEVs at a slower pace, and will require an equitable and inclusive transition plan to electric mobility, which includes affordable NEVs.

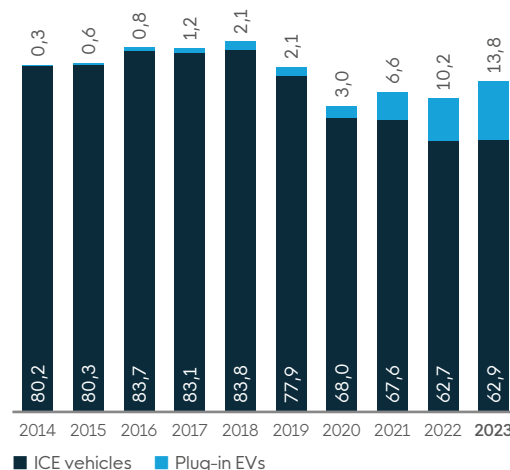
We monitor OEM manufacturing of NEVs, and evaluate their NEV models to find opportunities to introduce these products in our various markets, where market conditions and customer preference allows.

Global view

Global plug-in EV sales (million)



Source: International Energy Agency (2024).



Source: Tracking global data on electric vehicles - Our World in Data.⁷

In 2023*, just under 14 million plug-in EVs were sold globally – a 35% increase from prior year and equating to 18% of all vehicle registrations⁸ (market share in 2020 was 4%). BEVs accounted for 69% of these sales. Sales were concentrated in a few major markets; China accounting for 60%, followed by Europe at 25% and the United States at 10%⁹ – 95% of total global plug-in EV sales combined. Competition among manufacturers, falling battery and vehicle prices, and ongoing policy support underpin this growth. It should be noted that China, Europe and the United States also represent around two-thirds of total vehicle sales globally, meaning that their transition to plug-in EVs has a material impact on shifting global trends. Sales in emerging markets also increased, led by Southeast Asia and Brazil³.

BEV sales increased 30% on prior year with a 12% market share of sales compared to 10% in 2022*, PHEV sales were 4.3 million – a notable rise of 48% year on year, and a market share of 6% of global new vehicle sales. In December 2023, BEV sales exceeded one million units for the first time. BYD and Tesla dominate the global EV market¹⁰. Growth in plug-in EV sales is expected to continue next year, with projections of 17 million global sales (over one in five vehicles sold)³.

¹ New energy vehicles (detailed definition in the glossary).

² Internal combustion engine.

³ International Energy Agency, Global EV Outlook 2024.

⁴ BloombergNEF | Energy Transition Investment Trends 2024.

⁵ Electrified Transport Investment Soared Globally in '23, Passing Renewable Energy - Inside Climate News.

⁶ EVO Report 2024 | BloombergNEF | Bloomberg Finance LP (bnf.com).

⁷ Tracking global data on electric vehicles - Our World in Data.

⁸ Trends in electric vehicles | Global EV Outlook 2024 and Outlook 2023 | International Energy Agency.

⁹ Nearly one in five cars sold worldwide in 2023 was electric: IEA | Autocar Professional.

¹⁰ Visualising the Global Electric Vehicle Market in 2023 (visualcapitalist.com).

* Calendar year.

Transition to a lower carbon economy (continued)



South Africa

	2023*	2022*
ICE vehicle parc	13,1 million	12,6 million
NEV vehicle parc	~14 000 ¹	~11 000
NEVs as % of new vehicle sales	1,45%	0,88%

Source: naamsa quarterly review of business conditions: automotive sector: 1st quarter 2024 (and 2023).

¹ Measured from 2019 to end 2023.

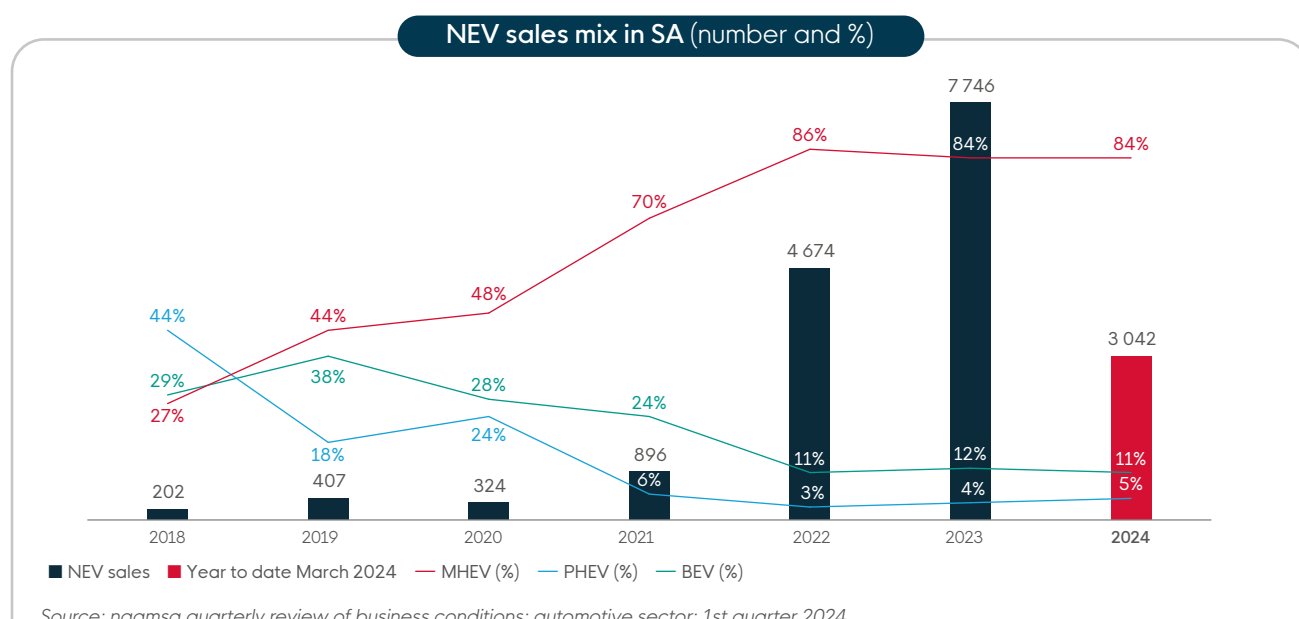
* Calendar year.

Premium brands dominate the NEV portfolio in SA, with Toyota holding sway over the traditional hybrid vehicle (MHEVs) market, benefitting from its local production. Currently, MHEVs are better positioned in SA as an interim solution; however, investment in this technology is likely to diminish over the next few years as the world switches to plug-in EVs. Chinese brands are starting to play a role with well-priced offerings.

With prices currently 20% to 50% above that of equivalent ICE models², NEVs are uncompetitive. These premiums are however projected to decline over time, and the lower overall cost of NEV ownership favours their adoption. In the short term, load shedding impacts plug-in EV uptake; both to charge the vehicles and to avoid a sharp rise in energy demand on the grid. Other key challenges include a dependence on fossil fuels as the source of energy for charging infrastructure, lack of charging infrastructure, and financial constraints both at government and consumer level.

When demand increases and supportive national policies are introduced in SA, we will be ready to add plug-in EVs to our product offerings underpinned by our strong OEM partnerships and the valuable insights gained from NEV adoption in the UK.

NEV sales



In 2023*, 7 746 NEVs were sold in SA, 1,5% of total vehicle sales for the year. MHEVs accounted for 6 484 (2022: 4 050) of these sales, BEVs at 929 (2022: 502) and PHEVs at 333 (2022: 122). During the year, we started introducing hybrid vehicle models into our Importer product portfolio to gauge uptake. Out of over 79 000 new vehicle sales for Motus in SA in 2024, 439 were NEVs – a 187% increase in NEV sales on prior year (2022: 153 NEV sales out of 38 000 new vehicle sales).

² dtic Electric Vehicle White Paper.

* Calendar year.

Policy development

In the 2022 calendar year, approximately 63% of the vehicles produced in SA were exported¹. The value of vehicles and automotive components exported to international markets accounts for 14,7% of SA's total export value². The European Union and UK markets absorb nearly half of SA's auto production, and both have policies to ban new ICE vehicles¹. SA must therefore adapt its auto manufacturing base to align to sustainable mobility trends given how critical the industry is to SA's economy, as a major employer and a driver of economic growth.

Charging infrastructure, particularly fast chargers for long-distance routes and high-traffic areas, is critical for the transition to plug-in EVs, addressing range anxiety concerns in prospective buyers and enabling the effective use of BEVs on all roads. In mid-2023, SA had around 350 public charging stations, evenly split between fast- and slow-charging stations; however, coverage was highly uneven. An ambitious rollout programme is required to achieve the desired coverage³. In addition, availing a truly low carbon transition will only occur when charging infrastructure uses renewable energy sources, requiring significant financial capital outlay.

The automotive industry requires long lead times between decisions to invest and actual implementation, meaning that South African-based manufacturers need to make investment decisions today to deliver the next generation NEV models in the future. Policy certainty, the introduction of incentives, and new infrastructure are needed before such decisions can be made.

The dtic's⁴ Electric Vehicles White Paper, released in November 2023, provides a proposed roadmap for SA's transition to NEV manufacturing. It outlines 16 policy action points, covering NEV production, charging infrastructure, the transition of fleets to NEVs, and consumer incentives to stimulate the adoption of NEVs. naamsa and applicable automotive business leaders, including Motus, have provided written feedback to the dtic on the White Paper's proposals.

In summary the White Paper envisions the following two focus areas:

- Substantial investment in NEV component production and assembly, and investment in local production and standardisation of charging infrastructure.
- Increasing grid capacity to support plug-in EV uptake, and promoting public and private procurement both in SA and across Africa of domestically produced NEVs.

For manufacturing, the White Paper sets a primary target to have a dual platform, producing both ICE vehicles and NEVs, by 2035. The immediate focus will be NEV assembly and electric component manufacturing. For retail, the paper acknowledges that subsidies to support consumer uptake (common in other countries) are not feasible for SA, and alternative measures will therefore need to be considered. Further engagement is required to ensure that the proposed policy support incorporates the broader definition of NEVs and a multiplicity of different technologies, and is not limited to only zero emissions vehicles.

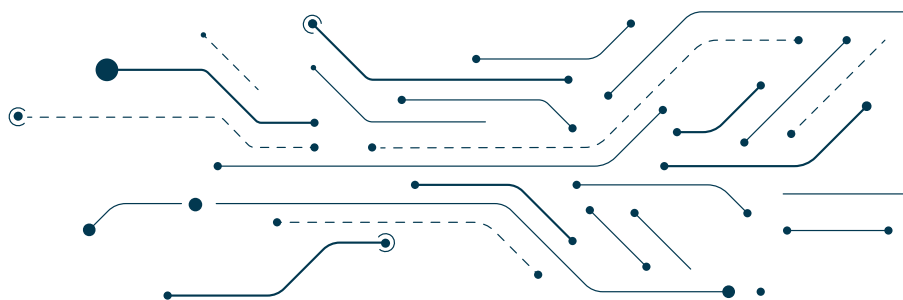
The success of SA's transition will require extensive collaboration and co-funding between business, government and development finance institutions. During the 2024 Budget Speech, the Minister of Finance announced that the National Treasury had reprioritised R964 million over the medium term to support SA's automotive manufacturing industry's transition.

¹ dtic Electric Vehicle White Paper (calculated using NAAMSA Export Manual data).

² naamsa | The Automotive Business Council | Press releases (June 2024).

³ Moshikaro et al. 2023.

⁴ Department of Trade, Industry and Competition.



Transition to a lower carbon economy (continued)



United Kingdom

	2023*	2022*
ICE vehicle parc	41,4 million	40,7 million
Plug-in EV vehicle parc	1,6 million	1,1 million
Plug-in EVs as % of new vehicle sales	24%	19%

Source: SMMT Motorparc reports 2022 and 2023 (parc), and Tracking global data on electric vehicles - Our World in Data (sales).
* Calendar year.

In the UK, there is uncertainty as to when the ban on the sale of new petrol and diesel passenger vehicles and vans will be, having been extended by the previous government to 2035, it looks likely that the labour government will reinstate 2030 as the target year. The UK market is evolving fast with almost 456 000 BEVs and PHEVs registered in 2023*, a growth of 41% on 2022*. The sale of PHEVs declined year on year while BEV sales grew 18%¹. Consumer uptake however is still below OEM targets. The concentration of sales corresponds with the regions that have wide networks of public fast-charging ports.

At the end of June 2024, there were over 60 000 electric vans in the UK. 2023* saw the largest annual increase in electric van registrations, with over 20 000 vehicles registered – a growth of 21% on 2022*, positively impacted by a large number of new models coming to market. Further growth in electric van sales is expected in 2024¹.

Charging infrastructure access and charging speed are key hurdles that need to be addressed to reach the UK's fleet electrification targets. In 2022*, the government announced plans to grow the public charging network to 300 000 charging points by 2030. In July 2023, the country had achieved nearly 15% of this goal².

Most of our passenger and LCV businesses in the UK are providing NEV solutions, and most sites have dedicated plug-in EV bays with OEM-trained technicians.

In 2024, we added BYD, a manufacturer of affordable plug-in EVs that places high importance on safety and efficiency, to the Pentagon Motor Group's product portfolio in three franchises. BYD has ambitious plans for the UK market, with 27 retailers operational at the end of 2023*, and plans to up this to 100 retailers by the end of 2024.

Motus plug-in EV sales

Motus new vehicle sales

21,1%
were plug-in EVs
(6 289 vehicles).

2023*: 15,2%; 3 891 vehicles

2022*: 10,9%; 2 800 vehicles

Motus plug-in EV market share

1,23%

2023*: 0,60%

2022*: 0,54%

Motus charging points

171

2023*: 121

2022*: 100

Note: our passenger vehicle business, where plug-in EV sales are more prominent, is a smaller component of the UK operation.
* Calendar year.

¹ How many EVs are there in the UK - EV market statistics 2024 - Zapmap (zap-map.com).

² Electric vehicles in the United Kingdom - Statistics & Facts | Statista.



Australia

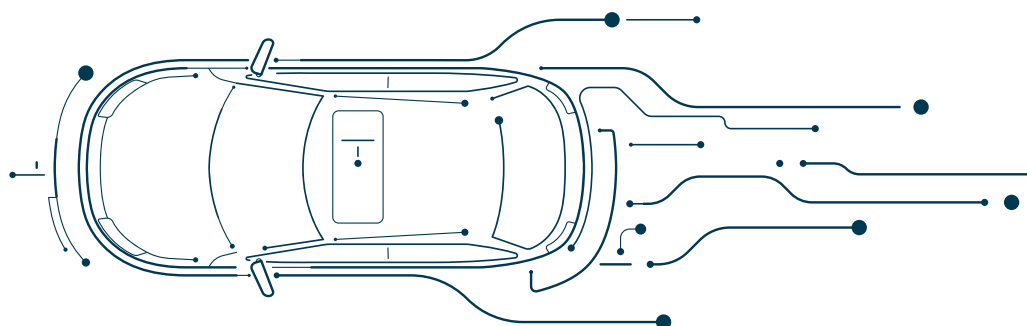
	2023*	2022*
ICE vehicle parc	19,1 million	18,8 million
Plug-in EV vehicle parc	~180 000	~100 000
Plug-in EVs as % of new vehicle sales	12%	4%

Source: management estimate based on available info (parc) and Tracking global data on electric vehicles - Our World in Data (sales for 2023).
* Calendar year.

At July 2024, NEVs accounted for 23,4% of new vehicle sales in Australia compared to 15,7% in July 2023, of which plug-in EVs (BEVs plus PHEVs) accounted for 9,2% and the remainder were traditional hybrids. Our expectation is that market demand for BEVs is around 10% of new vehicle sales (9,2% at July 2024).

There are currently around 2 500 charging points across Australia albeit concentrated on highways and in metropolitan areas. Plans are in place to expand the network, particularly in rural areas, to address range anxiety. While the transition to NEVs has been slow, this is expected to accelerate with the introduction of the legislated new vehicle emissions standards. The standards aim to reduce emissions from new passenger vehicles by more than 60% by 2030. For each vehicle imported that exceeds the target¹, the manufacturer earns credits. Conversely, for each vehicle that misses the target, the manufacturer is required to offset this over two years by importing less-polluting vehicles or buying credits, failing which a penalty will be incurred.

Working with our OEM partners and industry associations, we are enhancing our understanding of plug-in EV compliance, operational guidelines, and safety. Guidance received is shared across the business to prepare for a smooth transition to EV dealership operations, sales and service requirements. Relevant teams are completing OEM-specific training on plug-in EVs. We are working with the Victorian Automotive Chamber of Commerce to develop an EV compliance framework, which will cover our regulatory obligations in terms of how to equip and outfit our workshop facilities, the training required, and safety awareness. The changes required are substantial.



¹ Targets are set on the average emissions per kilometre.

Transition to a lower carbon economy (continued)

Carbon footprint

As fuel and energy prices escalate in all three of our key operating regions (SA, UK and Australia), using these resources efficiently not only reduces our carbon footprint but also has a positive impact on our cost base. 63% (2023: 61%) of our sites in SA, including all key sites, have access to alternative sources of energy, most being petrol or diesel generators, to maintain customer experience and keep our fibre, data and communication lines operational during periods of load shedding. These generators are the Group's biggest consumers of fuel.

In the UK, the Pentagon Motor Group and our commercial vehicles business both have formal energy management programmes, which are improving our energy consumption underpinned by regular usage reports and site audits.

Key efforts to curb our purchased electricity and diesel usage include the installation of solar PV systems, LED replacement programmes (particularly in leased facilities where solar PV systems are not an option), energy-efficient air-conditioning systems, sensors or timers to switch off

appliances not in use, and energy-efficient alternatives when old equipment becomes redundant. Our focus for the next three years will be on solar and BESS¹ implementations, and LED replacements.

Route optimisation to deliver aftermarket parts to customers, and logistics planning when moving vehicles between locations, is also a key consideration. We have piloted an electric delivery vehicle in UK Aftermarket Parts; however, long charging times impacted operations and service delivery standards, reducing the pilot's feasibility.

Opportunities exist to reduce the cost of our inbound logistics, and at the same time reduce our carbon footprint and support localisation. These opportunities include minimising the trans-shipment of vehicles, optimising the packing of parts containers, and driving local fitments on items such as infotainment systems. In addition, Aftermarket Parts has opened a central distribution point in Poland; our first operation to be established in continental Europe. This will shorten our routes-to-market taking products from Poland to our customers in Europe without having to first import them into the UK, lowering our carbon footprint.

Carbon footprint boundary

Our carbon footprint is calculated using the operational control approach (all facilities where we have full authority to implement operating policies), covering SA, UK, Australia, South East Asia, and Southern and East Africa. The bulk of our operations are in SA with a growing footprint in the UK. We operate 762 sites globally, owning 204. Of our owned sites, 84% are located in SA and of our leased sites 54% are located in SA. The distribution centre in Poland will be included in our carbon footprint from 2025.



Full time employees	20 156
Floor space (m ²)	4,1 million 2023: 3,9 million
Dealerships (m ²)	3,2 million 2023: 3,1 million
PDCs ² (m ²)	0,8 million 2023: 0,7 million
Corporate offices (m ²)	120 000 2023: 98 000
Revenue (Rbn)	114 2023: 107

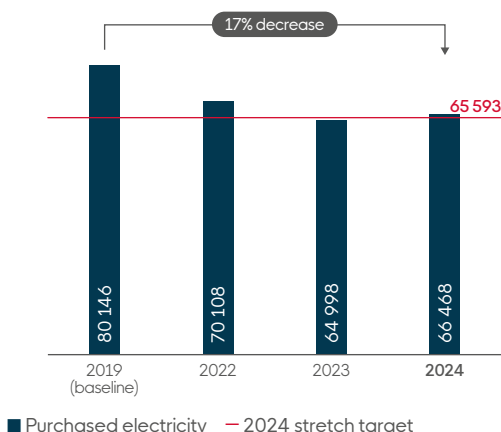
¹ Battery energy storage systems.

² Parts distribution centres.

2024 performance | Group

MPD¹, acquired in 2023, is included in our reporting for the first time but is reported separately to maintain the integrity of our year-on-year reporting against our stretch targets.

Purchased electricity (MWh)



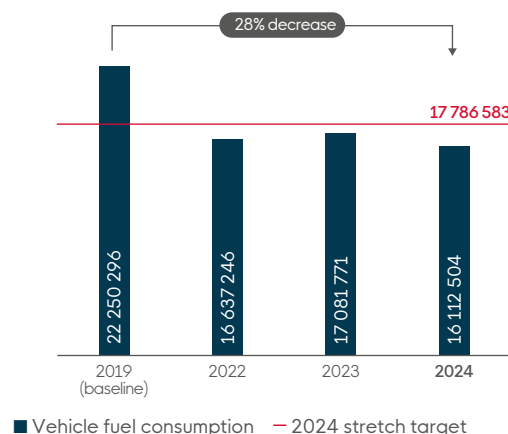
Excluding MPD, our electricity usage for the year increased by 2% compared to 2023, due to lower levels of load shedding as well as an increased site footprint for SA Aftermarket Parts and SA Vehicle Rental. The South African operation accounted for 79% of consumption for 2024.

Our stretch target for 2024 was an 11% decrease in electricity consumption from base year 2019. When adjusting our current site footprint to reflect the site footprint of 2019, our electricity usage equates to 47,717 MWh. This exceeds our three-year target, being well under 65,593 MWh, equating to a 40% decrease in electricity consumption when compared to 2019.

MPD's purchased electricity amounted to 2,643 MWh for the year, resulting in a total of 69,111 MWh of electricity purchased across the Group in 2024.

Note 1: our environmental targets to 2024 for electricity and vehicle fuel are based on four years of normalised trading activity prior to COVID.
Note 2: our stretch targets and the targets of the sustainability-linked financing facility are the same.

Vehicle fuel consumption (litres)



Vehicle fuel consumption was 6% lower across the Group compared to 2023 (excluding MPD), with SA accounting for 87% of the Group's consumption. In SA, vehicle fuel consumption decreased 6% compared to last year due to smaller fleets. When compared to base year 2019, vehicle fuel consumption has decreased 28%, exceeding our stretch target to contain our use of vehicle fuel to a 6% increase over three years to 2024.

MPD consumed 2,484,457 litres of vehicle fuel during 2024, resulting in a total consumption of 18,596,961 litres of vehicle fuel for the Group.

Performance against the sustainability-linked finance facility KPIs (realised values)

KPI	Initial baseline	Target	Realised value	Target met	Threshold level met
Vehicle fuel consumption (litres) ²	2019: 22 250 296	17 786 583	12 743 390 ^{ELA}	✓	✓
Electricity consumption (MWh)	2019: 80 146	65 593	47 717 ^{ELA}	✓	✓

¹ Motor Parts Direct in the UK.

² Road vehicle fuel consumption used in our company fleet – excludes the customer vehicle rental use.

^{ELA} External limited assurance provided by Deloitte over the 2024 realised values.

Note: reporting boundary – total Group consumption adjusted according to acquisitions, disposals and movement between business segments.

Transition to a lower carbon economy (continued)

Gas

16 237 359 kWh

natural gas, with 99% of consumption being in the UK. MPD consumed 1 866 547 kWh.

2023: 16 777 104

2022: 18 493 480

Generator fuel

622 220 litres

to run 255 generators, with 100% of consumption being in SA.

2023: 1 129 756

2022: 256 656

Carbon tax paid

R1 098 699

carbon emissions tax paid on stationary combustion (generator) fuel¹.

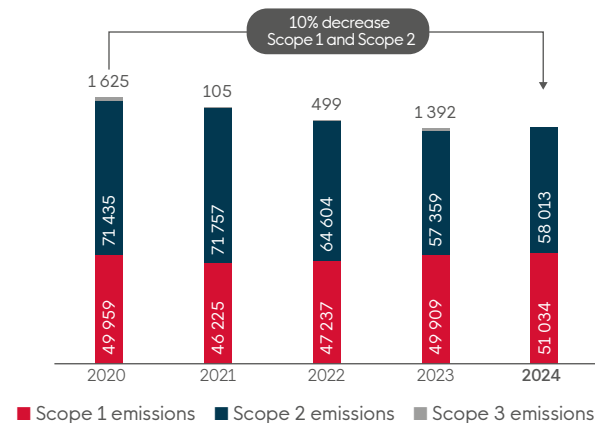
2023: R2 068 051

2022: R179 000

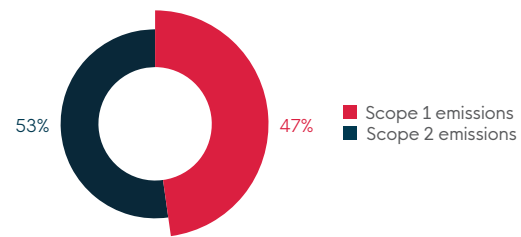
¹ Positively impacted by fewer power outages in SA in the latter half of the year.

Carbon footprint

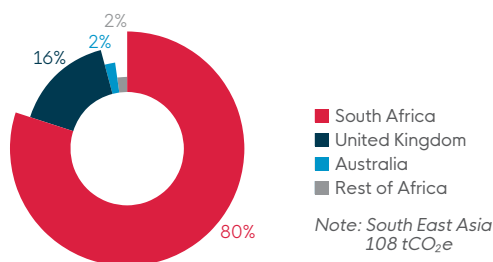
Carbon footprint trend over five years (tCO₂e)



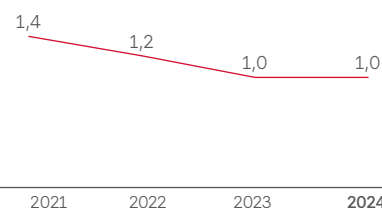
Carbon footprint breakdown (%)



Carbon footprint per region (%)



Carbon emissions intensity (tCO₂e per Rbn)



The inclusion of MPD, which has around 200 sites and 1 000 delivery vehicles, together with the increase in electricity purchased, has resulted in the Group's carbon emissions (Scope 1 and Scope 2) increasing 2%. Our Scope 1 performance was once again negatively impacted in the first half of the year due to load shedding in SA and the need to use our generators to maintain business continuity. Load shedding eased in the second half of the year, resulting in the carbon emissions associated with generator fuel consumption being 1 662 tCO₂e for 2024 compared to 2 999 tCO₂e in 2023. Our solar PV systems continued to support a lower Scope 2 emissions profile, with load shedding also playing a role. Overall, we have reduced Scope 1 and Scope 2 emissions by 10% between 2019 and 2024.

The new sustainability management system records air travel, reducing our reliance on third-party information. Based on auditor feedback and a review of the data reported by divisions, the decision was taken to not report Scope 3 emissions (air travel) for 2024 and until such time as the system is fully implemented across the Group.

While still in the early stages, some engagement has begun on SBTi analysis and improving our Scope 3 reporting.

Renewable energy

Our formal solar PV installation project, overseen by the Group CFO, provides a systematic approach to our alternative energy installations, ensuring that all installations meet our operational and capital expenditure requirements and provide a commercial benefit. The project incorporates assessing a site's energy requirements and how its energy use is managed, recommending where energy efficiency can be enhanced prior to installing an energy solution, identifying the most suitable technology available, and understanding the key dependencies to achieve forecasted savings. The project will provide a comprehensive line of sight on all projects implemented going forward¹ as well as track return on investment.

A standardised procurement process for alternative energy solutions was developed during 2024, for implementation in 2025. The framework provides guidance on issues such as site eligibility, approved suppliers, minimum equipment standards and legal requirements etc.

2024 performance | Group

At year end, 52 (2023: 42) of our sites used energy from solar PV systems; 49 (2023: 38) of these systems are owned by Motus and the balance belong to landlords. Three (2023: two) installations are located in Australia and two (2023: one) in the UK. In total, our measured renewable energy consumption amount to 1 975 kW for 2024.

South Africa

The cost and logistics of investing in solar PV systems prohibits their installation across the entire site network, and was made more difficult in the current year as capital expenditure was conserved to maintain our balance sheet in a tough economic environment. This meant that the installation of Mobility Solutions' approved solar PV installation (reported last year) was placed on hold.

The Importer division has approved solar PV installations at 35 of its sites, with 24 installations already completed including all four PDCs and one head office. Five projects for the Retail division have also been approved: Motus

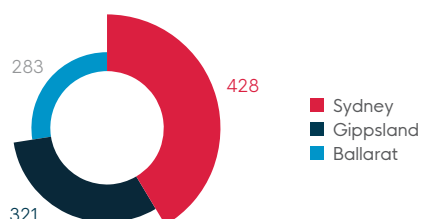
Ford Paarden Eiland (Cape Town), the Bloemfontein multi-franchise, Lindsay Saker and UD Trucks (both in Midrand, Gauteng) and BMW George (Eastern Cape).

A new solar policy is being finalised to address our learnings from past installations that are not delivering the expected value. The policy's focus will be to both reduce our energy usage and deliver uninterrupted power. A key first step in this new approach will be to install electricity meters to measure consumption prior to a solar installation. Engineers and suppliers are being sourced.

Regions

Our solar PV system in the UK serves the Mercedes Benz dealership in Witham with a capacity of around 280 kWp and serves as a pilot for further rollouts. The second solar PV implementation, with a capacity of around 190 kWp, is at our DAF facility in Gloucester, and became operational in April 2024.

Australia current renewable energy capacity (kW)



Our renewable energy capacity in Australia is around one megawatt. In Traralgon, solar supplies 41% of our energy needs. Our objective is to install solar PV systems at all our owned sites in Australia by 2026, meaning that systems need to be installed at one site in Sydney, one site in Ballarat and both sites in Wagga-Wagga.

¹ The project excludes prior solar PV installations as well as Hyundai, which has its own mature solar strategy.

Reduce environmental impact



Why this is material

Environmental stewardship is encapsulated in the Motus values, which require us to be conscious of our environmental impacts when making business decisions and investments. A growing focus area for the Group is our participation in the circular economy, which works to reduce waste before it is produced and treats waste as a resource, preserving its intrinsic value for reuse and economic recovery. Recycling provides a number of benefits from reducing raw material and energy usage, to reducing the amount of waste sent to landfills or incinerators.

This section of our environmental reporting focuses on water and waste, and should be read together with the 'transition to a lower carbon economy' section, which covers our carbon footprint.

In this section

Water	64
Waste and recycling	66

Key performance indicators (year on year)

Water consumption (Group)*#

▲ 2%

684 537 kl

2024 target: 9% decrease on 2019

Hazardous waste recycled (Group)

Batteries

▼ 13%

192 721 kg

Used oil

▼ 7%

2,8 million litres

Environmental incidents (Group)

0

Target: 0

Compliance with environmental laws and/or voluntary codes (Group)

0

incidents of non-compliance.

Target: 0 non-compliance

Key

✓ Pleased with performance

▲ Room for improvement

Excludes MPD in the UK

✗ Behind where we want to be

* Linked to remuneration

Key initiatives

- ▶ Boreholes, rainwater harvesting and water recycling systems.
- ▶ Waste monitoring and data collection.

Highlights

- Started introducing environmental KPIs and incentives for business segments and regions to drive improved data capturing and reduced consumption.
- Rebased our water consumption target to support more accurate and realistic reporting.
- Reviewed the waste management strategies of each business segment in SA.
- Rolled out awareness campaigns on waste and the responsible use of resources.

Lowlights and challenges

- Capital expenditure in a low growth environment to implement environmental improvement projects.
- Managing targets in a business where site footprint and use of buildings change.
- Poor municipal and national infrastructure in SA causing water supply interruptions.
- Erratic, estimated and inaccurate municipal utility readings in SA, making it difficult to understand the true impact of our resource-efficiency projects.
- The correct segregation of waste at source.

Objectives

Drive optimal resource efficiency, and improve our understanding and measurement of the impact of our environmental improvement projects.

Specifically:

- Improve our water efficiency.
- Set a new target for water consumption in 2025 and initial targets for waste management in 2026.
- Mitigate for ageing water infrastructure in SA.
- Continue to drive digital, paperless solutions.
- Achieve complete and accurate waste reporting.

Context

The WEF's Global Risks Report for 2024¹ shows that environmental risks continue to dominate the global risk landscape over the next 10 years. Survey respondents rank extreme weather as being the most likely to present a material global crisis. A critical change to Earth systems is ranked second, biodiversity loss and ecosystem collapse is ranked third with natural resource shortages ranked fourth. Pollution follows in tenth place.

SA and the vast bulk of Australia are water scarce, and exposed to the threat of drought and water restrictions. In SA, the loss of water caused by failing infrastructure, together with an increasing population, urbanisation and low rainfall, have resulted in overcrowded communal water taps, unauthorised and dangerous bore-holing, and the desperate acceptance of contaminated groundwater sources.

More than two billion metric tonnes of municipal solid waste (MSW) is generated worldwide every year², polluting land, air and water ecosystems, and posing a threat to human health. By 2050, global MSW generation is expected to increase by roughly 70% to 3,4 billion metric tonnes – more than doubling population growth².

Our 2024 spend on environmental improvement projects was approximately R25 million (2023: R39 million). Electricity and water meters at many sites in SA monitor consumption, identify spikes and savings opportunities, and compare actual consumption to municipal charges.




Work is underway to set new targets³ for electricity purchased, vehicle fuel and water for the period 2025 to 2027, with 2024 being the baseline year. While pleased with the increased focus on waste reduction projects across the Group, additional time is needed to formalise and standardise the management of waste to provide a robust baseline of data. 2025 will become the baseline from which to develop targeted waste initiatives and targets will be set in 2026.

We are engaging with business segments and regions to develop benchmarks and specific targets for each business site, taking into consideration the key drivers of consumption, past performance, and the impact of projects. Site targets will then be rolled up into Group targets, and the baseline rebased every year to allow for the flexibility needed for our constantly changing site footprint. We expect this bottom-up approach to garner better buy-in from our business segments and regional operations.

¹ World Economic Forum | The Global Risks Report 2024 | 19th Edition.

² Global waste generation – statistics & facts | Statista.

³ Targets will be aligned with the targets of our new financing facility, where applicable.

-  Our approach to environmental impact management.
-  Environmental management system: page 44.
-  Transition to a lower carbon economy: page 51.

Reduce environmental impact (continued)

Water

Motus needs water to maintain healthy and hygienic workplaces, and to clean vehicles, which enhances the customer experience for our vehicle retail and vehicle rental businesses. In SA, poorly maintained infrastructure and electrical outages at water pump stations have resulted in frequent water disruptions, heightening business continuity risk. Rainwater harvesting tanks and boreholes are used to secure water supply, with boreholes prioritised for sites with high water consumption. At year end, we had 10 (2023: eight) boreholes across the South African footprint; all drilled responsibly and in compliance with regulation.

Based on their size and business activity, certain sites in SA are used as benchmarks to compare water consumption across our footprint. This, together with water meters, help to identify drivers of water consumption and opportunities to lower our reliance on municipal water sources, reduce operational costs, understand when we deviate from targets, and identify ways to secure water during drought conditions. Water used from rainwater harvesting tanks is also metered.

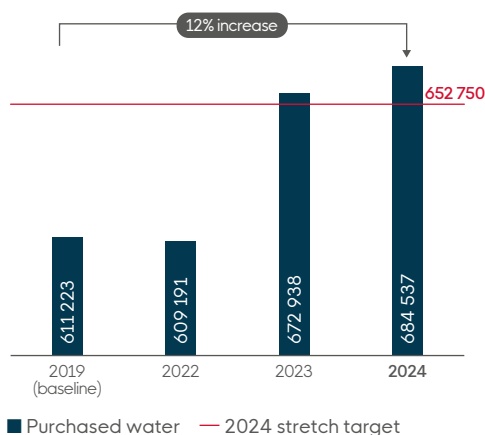
Rainwater harvesting tanks, wastewater recycling systems and boreholes are installed at dealership and vehicle rental wash bays of certain sites located in SA, Rest of Africa and Australia. Some businesses such as Kia and our Australian operations improved their water efficiency during the year through the installation of tap aerators. In the UK, our operations are implementing smart water solutions such as tap aerators and smart water meters. In Australia, regular dealership walkthroughs are conducted to detect water leaks, and water recycling solutions are prioritised for building upgrades or when a new dealership is being constructed. Delayed by a year, SA Vehicle Rental will proceed with the installation of a water recycling plant at its East London depot in 2025.

At year end, the Group operated five (2023: five) wash bay water recycling systems, all in SA, and 422 (2023: 417) rainwater harvesting tanks across 109 (2023: 107) business sites, with nine tanks located at two international sites.

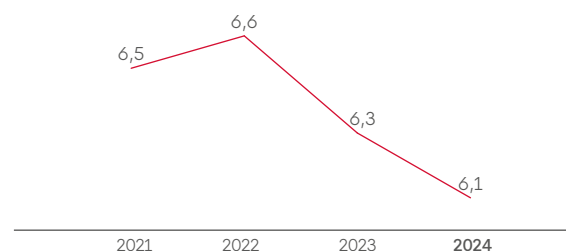
2024 performance | Group

Water consumption

Water purchased from municipalities (kl)



Water intensity (kl per Rbn)



Across the Group but excluding MPD, water consumption increased by 2% compared to 2023, with SA accounting for 85% of Group consumption. During the year, our site footprint in SA increased, particularly for Aftermarket Parts and Vehicle Rental. Our water intensity ratio decreased despite year-on-year revenue increasing 7%.

Performance against the sustainability-linked finance facility KPIs (realised value)

KPI	Initial baseline	Target	Realised value	Target met	Threshold level met
Water consumption (kilolitres)	2019: 611 223	522 199	528 765 ^{ELA}	✗	✓

^{ELA} External limited assurance provided by Deloitte over the 2024 realised value.

Note: reporting boundary – total Group consumption adjusted according to acquisitions, disposals and movement between business segments.

Our previously reported stretch target was to reduce water consumption by 9% over three years to 522 199 kilolitres. This target was based on our water consumption in 2019, where some operations in SA had estimated their water consumption due to lack of accurate water metering by municipalities. The improved data collected by our own installed water meters and a reconciliation of our footprint has allowed us to correct these estimations, resulting in a revised internal stretch target for water consumption of 652 750 kilolitres for 2024.

When adjusting the Group's water consumption for 2024 to reflect the same site footprint as the baseline year, our water consumption equates to 528 765 kilolitres, missing our stretch target of 652 750 kilolitres but exceeding the neutral target of 548 309 kilolitres.

MPD's water consumption amounted to 14 195 kilolitres for the year, bringing the Group's total water consumption to 698 732 kilolitres.

Note 1: MPD, acquired in October 2022, is reported separately to maintain the integrity of our year-on-year reporting against our stretch target.

Note 2: our environmental target to 2024 for water is based on four years of normalised trading activity prior to COVID.

South Africa

Water consumed from alternative sources

48 942 kl

sourced from boreholes and rainwater harvesting tanks. The significant increase for 2024 is due to one new site located in Sandton, Gauteng.

2023: 3 293

2022: 2 430

Water recycled

11 860 kl

2023: 12 719

2022: 6 169

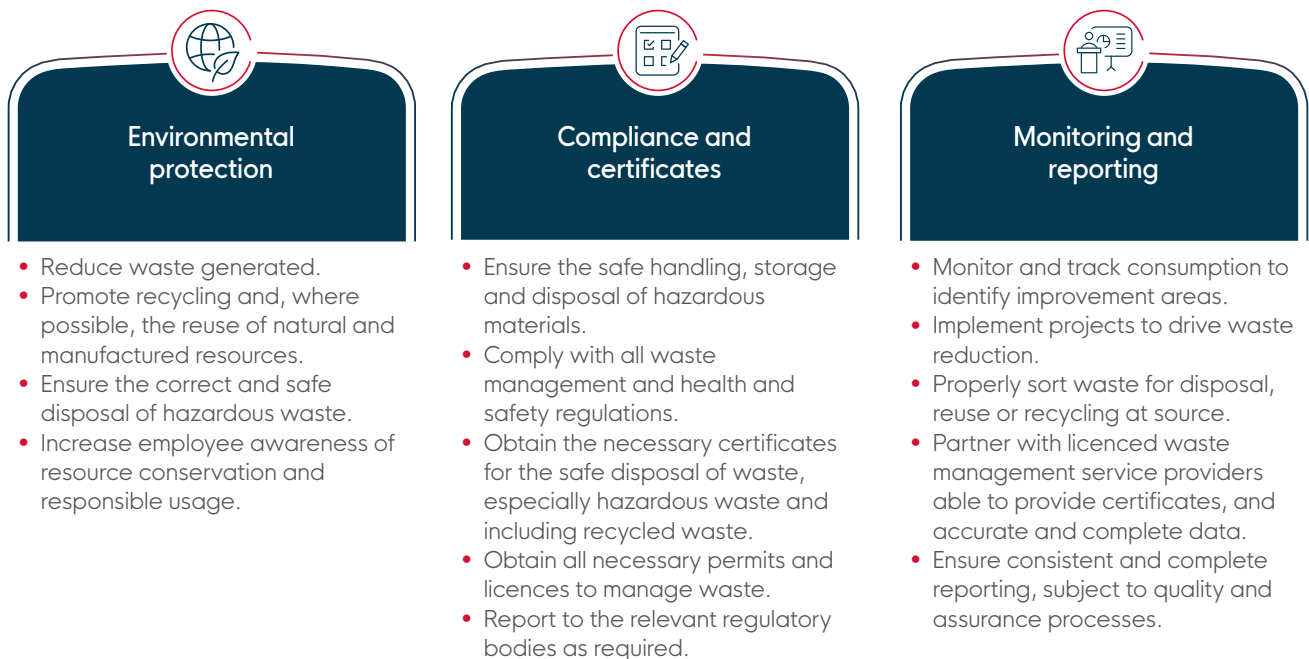


Reduce environmental impact (continued)

Waste and recycling

Our approach to environmental improvement is to identify where we can have a meaningful impact, and then focus on these areas to bring about change. Waste management is the newest addition to our environmental pillar, and for the past two years a concerted effort has been made to increase our recycling of paper, tyres, batteries and used oil, and improve the data collection for these waste types. This year, we expanded our waste management streams to include scrap metal, cardboard packaging and plastics with some businesses going even further to include food waste.

Our objective is to build a consistent waste management monitoring and reporting approach across the Group following the waste management processes set out below.



While we continue to improve the gathering of waste data, the data still does not provide a comprehensive view of our waste generation and recycling, rendering it difficult to understand what good waste management looks like for Motus. As such we are aiming to set 2025 as the waste baseline for measurement. The setting of waste targets has therefore been delayed, and was not included in executive STI criteria for 2024 as previously reported. Paper usage, a more mature data point, and the introduction of waste recycling stations at business sites are being considered as initial waste targets for 2026. Increased focus will be placed on plastics in the coming year, with some of our businesses already having replaced plastic bottles with water coolers in their workplaces.

All dealerships in SA have a waste data capturer, and business segments are now required to report their waste management to their relevant Finance and Risk Review Committee. As we mature our management of waste, lessons learned and innovative solutions implemented will be shared across the Group for maximum impact.

We safely and responsibly dispose of hazardous waste oil generated from the servicing of vehicles and equipment in our workshops. Oil spill kits and oil leakage tests ensure that when an oil spill occurs our reporting is accurate, and responsible clean-up practices are employed. Filter and oil separator systems in certain workshops and larger wash bays trap silt, sludge and hydrocarbons.

All disposal of e-waste in SA must go through Group IT, which manages this waste stream as part of the Group's protection of personal information compliance processes.

The UK and Australia have strict waste regulation requirements, with the UK having even gone as far as implementing a plastic tax. OHS site visits ensure we comply with all waste regulatory requirements in these operations.

Digitisation

Digitisation's enablement of emailed customer statements, electronic storage of statements, digital signatures, electronic access checks at dealership gates, electronic vehicle check-in for services, and electronic stock takes, vehicle valuations and reconditioning files, all contribute to reduced paper use. Digital Dealer (electronic submission of information during the vehicle purchasing process), the document management system in SA (e-filing), SA Vehicle Rental's Ready2Go self-service web portal (customer access to electronic invoices and statements), and Kia's digital deal files are all having a material positive impact on reducing paper usage. This has contributed to the 26% decrease of the Group's paper recycled as, overall, less paper is used.

In the UK, the Mercedes business has rolled out paperless solutions in the vehicle service administration process, and we expect to extend this to the commercial vehicles business in 2025. Electronic job cards have been implemented at all six Motus Truck and Van sites in the UK.

In Australia, we have implemented DocuSmart – an electronic filing system – that is providing efficiencies and improved document and authorisation control, while reducing paper usage and storage costs.

2024 performance | Group

Recycled waste

Paper

694 500 kg

2023: 939 411

2022: 1 037 421

Tyres

56 100 tonnes

2023: 54 162

2022: 63 016

Cardboard

5,4 million kg

First time reported.

Metal

3,3 million kg

First time reported.

Plastic

583 770 kg

First time reported.

Recycled hazardous waste

Batteries

192 721 kg

either recycled or returned to suppliers.

2023: 221 790

2022: 232 629

Used oil

2,8 million litres

2023: 3,0 million

2022: 2,4 million

⚡ Mobility for Good

Ballarat Energy Network

We joined the Ballarat Energy Network in 2024, which aims to be Australia's first community-owned energy network, powering a regional city inhabited by more than 100 000 people with 100% locally generated renewable energy. The region has an abundance of renewable energy at its disposal, from wind and solar generation to the development of bio-energy production and distribution.



Kia's carbon reduction initiatives

As part of its sustainability programme in SA, Kia is working closely with its shipping partners to optimise space utilisation in containers and air freight cases, resulting in enhanced usage of space by over 10%, and a positive impact on the brand's carbon footprint. The solar PV system at Kia's parts distribution centre (PDC) provides around two thirds of the site's electricity consumption with the balance sourced from the grid. Electricity meters have been installed at four Kia sites, including the PDC, to monitor consumption and identify drivers of peak usage. This information will be used for wider application across the Kia site network and will inform future decisions on solar PV installations. Across Kia, geysers have been switched off in all administration areas, and timers are being considered for all other geysers to optimise electricity usage.



Packaging initiative at the Importer PDCs

Following the assessment in 2023 of the packaging of products received from OEM suppliers, the Importer division is now sourcing recycled raw packaging as opposed to virgin raw packaging, reducing our materials usage and wastage. The recycled packaging is also cheaper, resulting in approximately R1,8 million of savings a year across our Importer OEM brands. While virgin materials are needed for export and import packaging, the recycled raw packaging is durable enough for the local distribution of parts from the PDC. Additional initiatives to reduce wastage include using trolleys to protect cargo and packaging, the reuse of certain of the packaging, and maximising the number of parts in one box.

Consolidating for efficiency

Aftermarket Parts' project to standardise all nine wholesale facilities in SA to one modern, cloud-based enterprise resource planning (ERP) warehouse system will have a material impact on the business segment's paper usage. Three facilities have already been migrated onto the new platform. Project completion is expected in June 2025.



Cultivate a diverse, equitable and inclusive workplace



Why this is material

Leveraging our collective and diverse intelligence cultivates a change-resilient culture, drives deeper employee engagement and wellbeing, promotes innovation, supports business growth, improves business outcomes, and enhances our stakeholder relationships. Propelled by the powerful Motus equation, **Diversity + Equity + Inclusion = Belonging**, we seek to create a fair, open and inclusive environment where every individual, with their unique perspectives and experiences, feels valued and respected, and can thrive and contribute to our shared success.

In this section

Diversity, equity and inclusion	71
Employment equity in SA	75

Key performance indicators (year on year)

Overall female representation (Group)



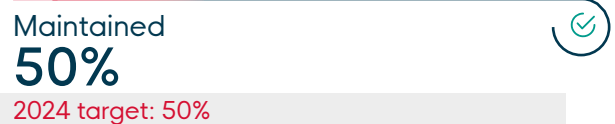
Female representation at top, senior, middle and junior management^{1*} (SA)



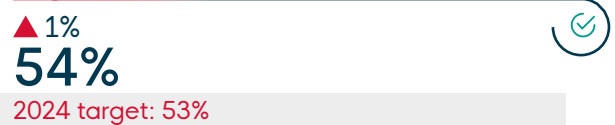
Overall black representation¹



Black representation at top management^{1*}



Black representation at senior management^{1*}



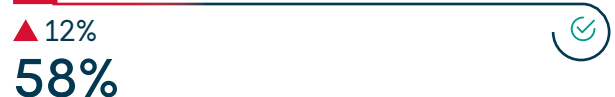
Black representation at middle management^{1*}



Black representation at junior management^{1*}



Black representation among dealer principals¹



Key

✓ Pleased with performance
▲ Room for improvement

✗ Behind where we want to be
✱ Linked to remuneration

¹ Calculated for SA only

Cultivate a diverse, equitable and inclusive workplace (continued)

Key initiatives

- ▶ Embedding our DEI strategy.
- ▶ Showcasing successful Motus women.
- ▶ YES4Youth Programme (SA).
- ▶ Employment equity plan (SA).
- ▶ Female representation in succession planning (UK).

Highlights

- Conducted in-depth discussions with business segments in SA on the value of DEI.
- Motus' participation in the YES4Youth Programme has cumulatively created over 2 000 opportunities for unemployed youth in SA since 2021.
- Of the learners who to date have successfully completed their YES learnership, 44% were offered permanent positions in Motus.
- An increased number of Motus women were recognised in the SA Motoring Awards.
- Hyundai won Women and Youth Empowering Importer of the Year at the Accelerator Awards¹.

Lowlights and challenges

- Attracting women and people living with disabilities and advancing their careers.
- Meeting the proposed employment equity sector targets in a low growth economy that constrains hiring opportunities.

Objectives

Embed our DEI strategy across all Group operations.

Specifically:

- Improve the representation of women Group-wide.
- Help leaders to drive DEI.
- Strengthen diversity sensitivity among employees.
- Meet the targets of our two-year employment equity plan for the South African operation.

Context

Organisations that welcome a variety of perspectives are convincingly associated with greater creativity, the ability to reach untapped customer markets and grow, greater social impact, and more satisfied workforces. In addition, a LinkedIn study shows that organisations with diverse leaders are seen as more desirable to work for².

McKinsey's 2023 Diversity Matters³ edition supports the business case for gender diversity on executive teams. The 2015 edition reported that organisations in the top quartile for gender diverse executive teams were 15% more likely to financially outperform their bottom-quartile peers; in 2023 this metric increased to 39%. The latest edition also concludes that racially diverse executive teams are 39% more likely to deliver above-average profitability, and that diverse boards and executive teams achieve better social and environmental impact scores.

A study published in Innovation: Management, Policy & Practice⁴, using the data from 4 277 Spanish companies, showed that organisations with more women are more likely to introduce radical new innovations into the market over a shorter time period.

While the inclusion of women in senior roles has improved globally in the last decade to one-fifth of executive teams in calendar year 2023⁵, there is still a long way to go to achieve gender parity. Grant Thornton's 2023 International Business Report⁵ indicates that women in senior leadership has been stagnant, increasing only half a percentage point to 32,4% globally in the past year, and remains stagnant at 39,8% among African businesses.

True diversity however cannot exist without equity and inclusion – where employees feel included in their workplace and have equal opportunities in how they are hired, managed, trained, evaluated and promoted. Organisations today are becoming more strategic about DEI, making it more visible, measurable and directly impactful on the bottom line.

¹ Hosted by naamsa | The Automotive Business Council.

² Why Is Diversity and Inclusion Important? Explore Key DEI Stats (linkedin.com).

³ Diversity matters even more: The case for holistic impact December 5, 2023 | Report.

⁴ Gender diversity within R&D teams: Its impact on radicalness of innovation: Innovation: Vol 15, No 2 (tandfonline.com).

⁵ Women in Business 2023 | Grant Thornton.

Our approach to human capital management.

Diversity, equity and inclusion

We strive to promote gender diversity at all levels of the Group, accommodate more people who are living with disabilities, understand how to traverse a multi-generational workforce and ensure that Motus is positioned as an attractive option for younger people. Our DEI strategy aims to embed DEI into our culture, business processes, and talent management so that all employees feel a deep sense of belonging, connection and purpose.

We have identified the following strategic initiatives to further embed DEI in the Motus culture:

- Increase the recruitment and retention of women, particularly in leadership and critical roles.
- Increase the diversity of our succession pools.
- Outline inclusive behaviours for leaders to model and embed.
- Sensitise businesses and employees to DEI the Motus way.
- Create knowledge sharing, coaching and mentoring networks.

Full-day DEI 'How Workshops' were held with all business segments and divisions in SA to define what DEI means to Motus, why it is important, and to assist each operation formulate plans to embed DEI and measure its DEI progress. Dashboards will be used to monitor progress against committed actions. Face-to-face training has been delivered to all divisions in SA.

Business segment and regional DEI action plans, while based on the Group framework, are tailored to cater for the nuanced differences of their operating environments. For example, SA Retail's executive team held a two-day transformation and nation-building session facilitated by Professor Jacqui Naude¹, and has extended these sessions to its dealer principals. The division's focus groups are helping the division to understand what is needed to support the recruitment and retention of women at middle and junior management levels.

In the UK and Australia, our focus is to improve gender representation at management level.

¹ A renowned educational psychologist with extensive experience in organisational transformation and community development.

Gender

Achieving our gender targets in middle and junior management is particularly challenging for the Group given our industry, nevertheless, remains a strategic imperative particularly as having more women leaders directly leads to improved overall workforce gender diversity. Initiatives to improve the progression of women include mentorship and development programmes, and encouraging our women leaders to share their experiences and perspectives. We have also included a gender target in our current sustainability-linked financing and revolving credit facility, and established the EmpowerHER Affinity initiative in SA to encourage women's networking and promote their success and empowerment. In the coming year, we will roll out the anti-harassment training programme already piloted in SA Retail and Vehicle Rental.

Disability

In SA, the Motus Unstoppable campaign raises disability and reasonable accommodation awareness, and aims to support the employment and advancement of people with disabilities. A working group was established during the year to drive our disability inclusion initiatives, and create a safe space that encourages employees to declare their disabilities. We also produced a radio drama and videos in 2024 of personal stories to raise disability awareness, and help those with disabilities to overcome adversity. Initiatives for the coming year include leadership endorsement of the Motus Unstoppable campaign and a review of the campaign to make it more impactful.



Cultivate a diverse, equitable and inclusive workplace (continued)

2024 performance | Group

Overall workforce

32%

are women.

2023: 31%

2022: 32%

Long-term target: 40%

Executive Committee

31%¹

are women.

2023: 25%

2022: 33%

Top, senior, middle and junior management

27%

are women.

2023: 26%

The Group's overall female representation has remained stable at 32%, with growth in female representation being achieved in SA and Australia. Female representation increased by 2% to 37%² in SA and by 1% in Australia to 21%. Asia continues to have the highest representation of women, maintained at 65%. Female representation in the UK was maintained at 22%, and dropped by 1% in the Rest of Africa to 23%.

¹ At publication date.

² Including female foreign nationals.

South Africa

Women hires

37%

of employees hired are women.

2023: 36%
2022: 33%



Women promotions

43%

of employees promoted are women.

2023: 35%
2022: 27%



Women exits

33%

of employee exits were women.

2023: 31%
2022: 30%



Training and development

29%
(R65 million)

of SA training spend used to train and develop women.

2023: 28%;
R51 million



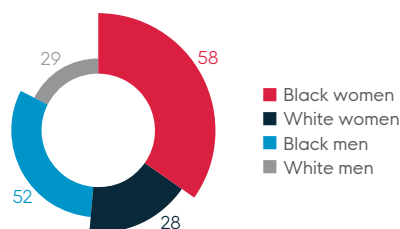
Note: these metrics include foreign nationals.

Employees living with disabilities (number)

167

employees living with disabilities.

2023: 165
2022: 202



The representation of people living with disabilities is 1% of the South African workforce, and requires focused effort to meet the dtic Codes target of 2%. 64 people living with disabilities were hired during the year, and 56 left our employ. During the year, 44 people living with disabilities were accepted onto a learnership programme.

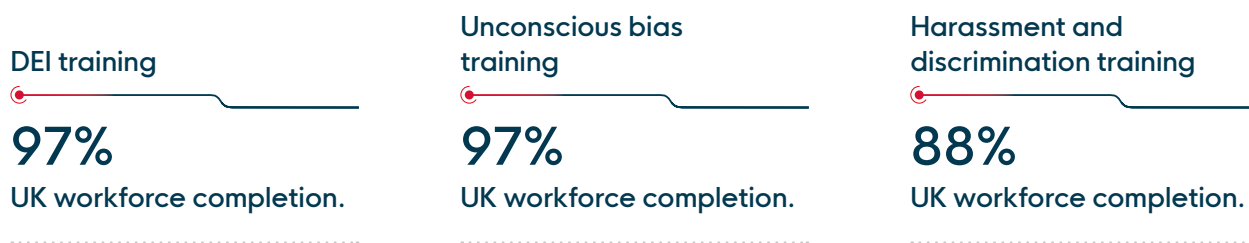
Performance against the sustainability-linked finance facility KPIs (realised value)

KPI	Initial baseline	Target	Realised value	Target met	Threshold level met
Diversity and inclusion (%)	2021: 26	34 (2024)	28	✗	✗

Note: this target applies to the South African workforce only.

Regions

In the UK, the ‘Steering the Future’ Diversity Committee identifies and addresses barriers that impede the achievement of genuine equality, with an initial focus on gender equality. It focuses on issues such as work-life balance, family-friendly initiatives, improving work facilities for women, and actively identifying and empowering high-potential female employees through mentoring and developmental events. Last year, the committee successfully implemented a new maternity pay offering. The committee uses an inclusive approach to set gender diversity targets, and tracks female representation in succession planning across all of the UK divisions. Gender targets have been set for recruitment, particularly female technicians, and leadership development. The committee has also mandated DEI-related training for all employees.



In Australia, senior management is engaging with dealership management teams on the benefits of a diverse workforce. Focus areas are the under-representation of women, and ensuring equal opportunities and equal pay.



Cultivate a diverse, equitable and inclusive workplace (continued)



YES4Youth Programme (SA)

Partnership: a joint initiative between business, labour and government.
Supported since: 2021.

There were about 10,3 million young people in SA aged 15 to 24 years old in the first quarter of 2024*. 35,5% (four out of 10) of these young people were not in employment, education or training¹. The labour results of the first quarter of 2024* show that the number of unemployed youth (15 to 34 years) increased by 236 000 to 4,9 million, and the number of employed youth decreased by 7 000 to 5,9 million. This equates to youth unemployment increasing 1,3% from the last quarter of 2023* to 45,5% in the first quarter of 2024². Experiential learning, apprenticeships and other forms of workplace exposure are desperately needed in SA to address this scourge.

In 2024, we enrolled our third cohort of YES learners (graduates and non-graduates), giving unemployed young people relevant work experience, and preparing them for future employment. Our participation in the YES4Youth Programme – a national initiative to address youth unemployment – plays a key role in engendering a multi-generational workforce, brings new talent into the Group to strengthen our pipeline of future managers, and helps us fill high attrition entry level roles. Learners receive a one-year fixed-term contract, a mobile device for ongoing support and training, access to our learning programmes to support their career growth, and access to driving lessons. Where opportunities are available, candidates with the right fit for Motus are hired into permanent roles, enabling us to sustainably improve their lives.

Impact

	Unemployed job seekers recruited	Successful completions of learnership in June	Hired in permanent positions at Motus
Cohort 3	505	448	188
Cohort 2	455	402	166
Cohort 1	435	408	196
Total	1 395	1 258	550

In the third cohort, 15 learners worked as resource centre assistants for the DP World and Motus Community Trust³, and 20 as clinic administrators for the Unjani Clinics network – two of our flagship CSI programmes.

Driver training

327

learners have to date received support in obtaining their learner's licence and 145 their driver's licence.

Investment

R56 million

invested in the YES4Youth Programme to date.

Current commitment

650

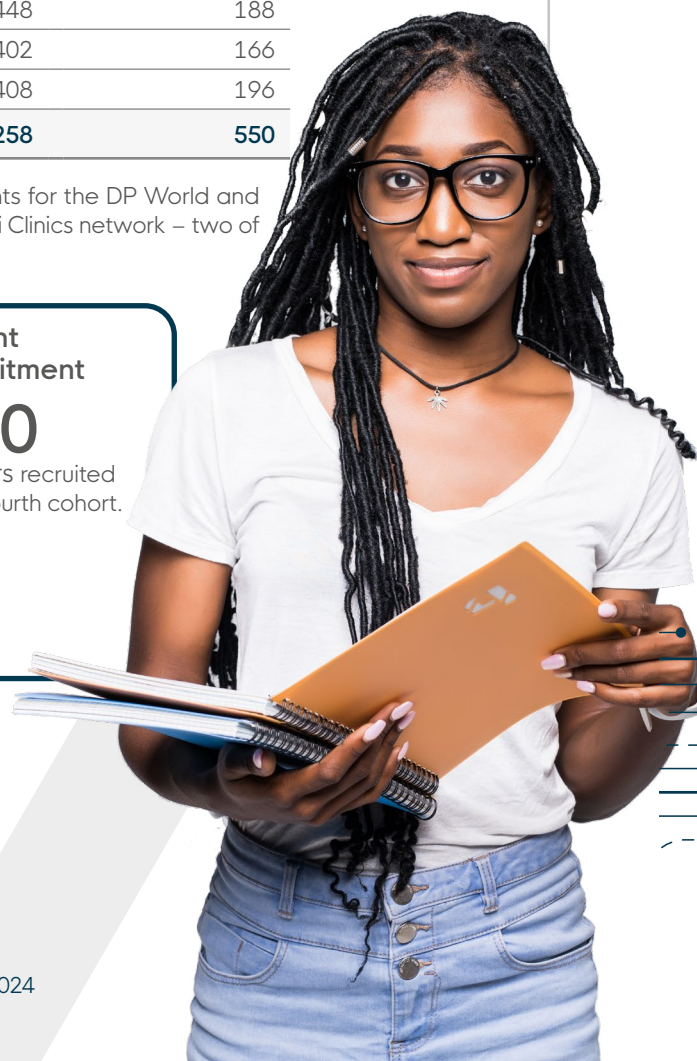
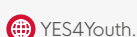
learners recruited in our fourth cohort.

* Calendar year.

¹ P02111stQuarter2024.pdf (statssa.gov.za).

² Media release QLFS Q1 2024.pdf (statssa.gov.za).

³ Formerly the Imperial and Motus Community Trust (the renaming of the Trust is in the approval process with the Master of the High Court).



Employment equity in SA

Most of our progress to transform the South African workforce, a journey that started in 2018, has been achieved through internal promotions, creating loyalty among our employees and a solid pipeline for future diverse talent. Our co-ordinated transformation programme includes targeted interventions to maintain our momentum in increasing black representation across all occupational levels, and achieve our skills development objectives. Our employment equity targets are ambitious, and while we may have fallen slightly short on some, we are proud of our achievements. We remain committed to these targets because we believe they are achievable.

The Employment Equity Amendment Act, promulgated in May 2023, empowers the DoEL¹ to set sector-specific targets for designated groups. The DoEL published updated regulations in February 2024, inviting further public comment. While the targets remain the same as the earlier publication, the new draft removes provincial targets, refers to designated groups (African, Coloured, and Indian) collectively, and excludes white women from being recognised as previously disadvantaged. We have provided our perspective on the proposed targets to the RMI² Organisation and Business Unity South Africa, which have provided the industry's collective feedback to the DoEL. Government's response is awaited.

In preparation of the new regulations, we track our employment equity performance against the proposed sectoral targets to understand where we might fall short. If enacted, the sectoral targets for black female representation at middle and junior management level will be our biggest challenges, and the exclusion of white women would negatively impact the Group. We are also engaging with our employment equity workplace forums and leaders on the proposed targets and initiatives to address barriers, and have improved our internal target-setting processes to ensure compliance and effectiveness, regardless of regulatory shifts. Our internal employment equity targets will be reset once the legislation has been finalised.

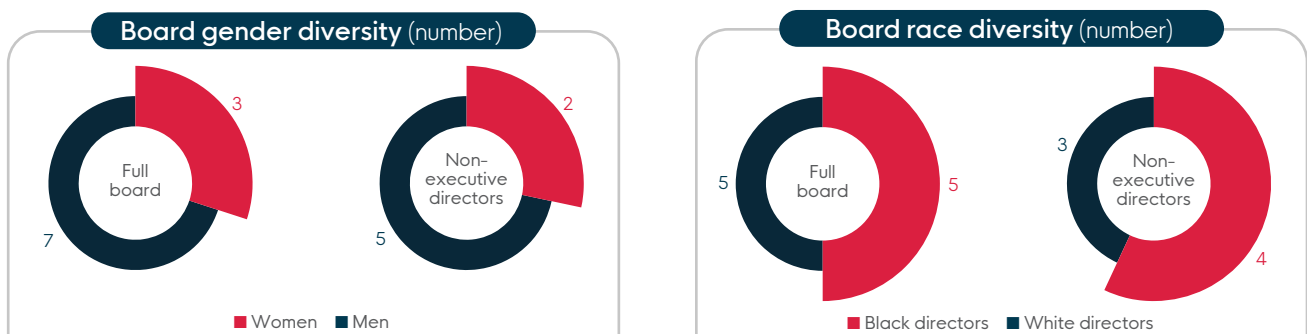
Motus was selected for an Employment Equity Director-General Review to assess our compliance with the Employment Equity Act and progress against our employment equity targets. We performed well in the review, and have used the audit to strengthen our employment equity protocols and empower the Employment Equity Committee Chairs of each business area to effectively fulfil their responsibilities.

¹ Department of Employment and Labour.

² Retail Motor Industry.

2024 performance | South Africa

The graphs below show board diversity at the B-BBEE verification date.



Cultivate a diverse, equitable and inclusive workplace (continued)

Overall black representation

79%

of the workforce.

2023: 76%
2022: 75%

Black women representation

28%

of the workforce.

2023: 26%
2022: 24%

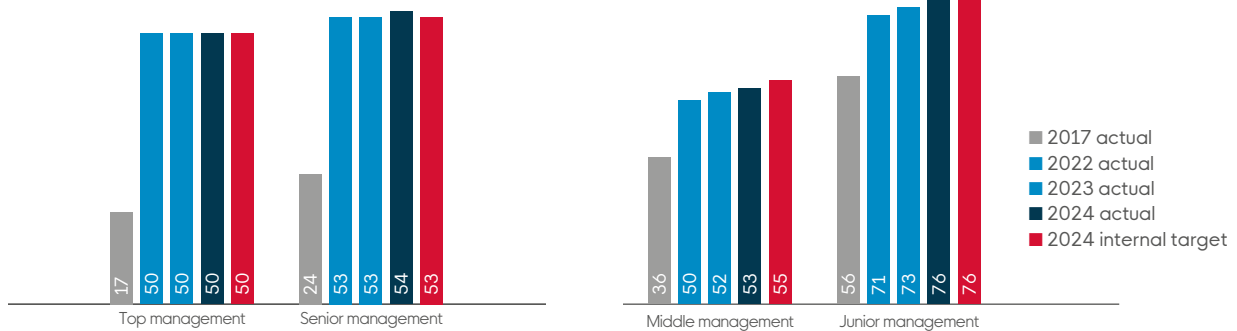
Black dealer principals

58%

of dealer principals.

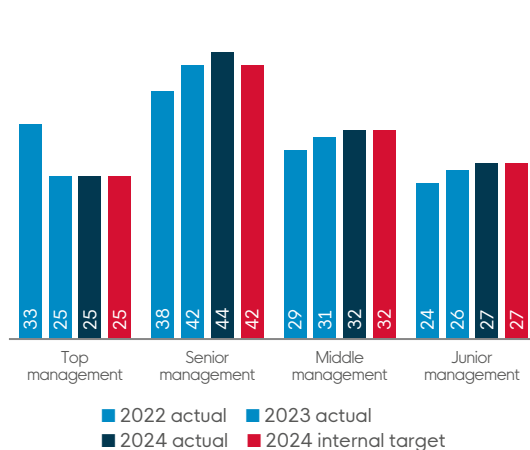
2023: 46%
2022: 46%

Black managers (%)



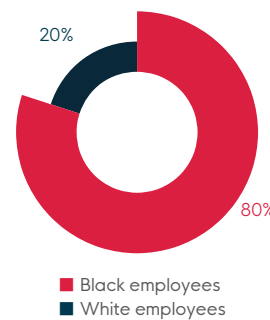
Of the 3 607 people hired in 2024, 85% are black (2023: 82%; 2022: 81%), and of the 569 employees promoted in 2024, 87% are black (2023: 77%, 2022: 84%). 77% of exits were black employees (2023: 76%; 2022: 75%).

Women in management (%)



Note: excludes foreign nationals.

Training of black employees (%)



R186 million

(84% of SA spend)

invested in the development of black people against a B-BBEE scorecard target of R193 million.

2023: R152 million (79%)

2022: R128 million (77%)

R56 million

(25% of SA spend)

invested in developing black women.

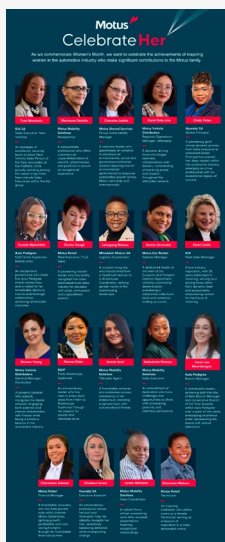
2023: R42 million (27%)

2022: R38 million (23%)

Mobility for Good

Recruiting people with disabilities

Mobility Solutions partners with the Ann Harding Cheshire Home, a residential care facility for adults with physical disabilities. The partnership provides learning and employment opportunities for the home's residents, allowing them to learn and work from the comfort of the care facility. Following the success of the learnership programme in Johannesburg, and the subsequent permanent employment of participants, we extended the initiative to Cape Town, assessing the skills of 16 candidates against the business segment's vacancies. Of the seven shortlisted candidates, five were accepted onto a business administration learnership programme in May 2024.



Celebrating our women leaders

In August 2023, Women's Month in SA, our CelebrateHER initiative showcased outstanding women at Motus, promoting their remarkable contributions. In addition, a five-part series of videos was released, featuring various Motus women leaders discussing what allyship means to them, how it can help forge strong and meaningful connections, how it aligns with the Motus values, what real-life examples are in our businesses, and why becoming an active ally is vital to equality and inclusivity in the workplace.

Commemorating Heritage Day in SA




In September 2023, we commemorated Heritage Day in SA, honouring the nation's rich cultural fabric and driving employee engagement. The Our Languages, Our Heritage campaign celebrated linguistic diversity, acknowledging the vital role that language plays in building connections among people. The Dress to Express! initiative encouraged our employees to visually represent their cultural backgrounds and traditions.



Motoring Women of the Year Top 51

Proudly, one in five of the Top 51 finalists in the Motoring Women of the Year competition, powered by Nedbank's MFC division and AVO digital platform, were Motus employees. Winning the Outstanding Commitment category was Kia's National Fleet Manager and one of our sales managers won the Key Contributor category. A number of the remaining 11 finalists placed in the top three of their categories.

 [Read more.](#)

YES4Youth Programme



Mobility Solutions has employed 35 learners as part of our YES4Youth Programme, with 15 participating in the business segment's sales incubator programme, which develops sales skills through theoretical learning and practical application in a real-world sales environment.



⚡ Mobility for Good

Empowerment award

HR Director of Motus Commercials in the UK, Emma Murdock, was nominated for an empowerment award by the Women Automotive Network, an international platform that supports women in the automotive industry.



Targeting female technicians

On International Women's Day, our post on social media attracted around 4 000 views, tripling the number of visits to Motus UK's career page.

Celebrating International Women's Day



In Australia, City Ford sponsored self-defence classes for women on International Women's Day. We also launched the Women in Focus series, profiling the contribution of women to Motus Australia's business, which helps to motivate other female employees to strive for management positions.

Supporting the power of women's sports

A number of our operations have chosen to support women's sports to enhance our relevance among our female customers. Renault is the official vehicle partner for Netball South Africa, allowing the brand to act as a change agent for one of the largest growing female sports in SA, providing support from grassroots level (sponsoring team kits and equipment at school level) to SA's national athletes. Renault is also the official vehicle partner of the Fidelity Titans (women's cricket) and the Sunshine Ladies Tour (women's golf).



Acknowledging the contributions of First Nations



In Australia, City Ford Sydney acknowledged the contributions and successes that First Nations players have made to basketball. We sponsored the men's and women's Sydney Comets NBL1 East squads' Indigenous Round Jerseys, which were given to the players following an education session with proud Worimi and Bundjalung Woman and artist, Taleena Simon, who explained the meaning of the artwork on the kit. We also celebrated NAIDOC¹ Week, which recognises and celebrates Aboriginal and Torres Strait Islander People's history, culture, achievements and contributions to Australian society. [Read more.](#)

¹ National Aborigines and Islanders Day Observance Committee.

Build leadership capability and talent pipeline



Why this is material

Our leaders play a critical role in delivering our strategy, and ensuring that we operate in an efficient and cost-effective way that supports strong stakeholder relationships. Investing in our current and potential leaders is an investment in Motus' future, and creates a ripple effect that positively impacts the Group's culture.

Talent management encompasses balancing new entrants and skill into the workforce with the retention of experience and institutional knowledge. This business imperative aids strategic delivery and competitive advantage.

Employee retention plays a critical role in maintaining stability, operational efficiency, a skilled workforce and the Group's culture. It also reduces vacancies in revenue generating roles, and the costs associated with the hiring and training of new employees. Sales roles in the automotive industry are generally associated with high turnover.

In this section

Leadership capability	81
Talent management	83

Key performance indicators (year on year)

Future Leaders Programme (SA)

▲ 25% on 2022¹

25



Women Leaders Programme (SA)

▲ 63% on 2022¹

26



Managers developed (SA)

▲ 20%

351



Management Development Programme (UK)

▼ 6%

15



Employee turnover (SA)

▲ 4%

27%



Employee turnover (UK)

▲ 2%

19%



Key

✓ Pleased with performance

✗ Behind where we want to be

▲ Room for improvement

¹ In 2023, we reviewed our leadership development programmes therefore there were no intakes for the year.

Build leadership capability and talent pipeline (continued)

Key initiatives

- ▶ Motus-led leadership development programmes (SA).
- ▶ Developing data around talent and critical roles.
- ▶ Implementing the 'fast-tracking excellence' and 'spotlight on talent' pillars of our renewed human capital strategy (see page 28).

Highlights

- Adjusted our leadership development programmes to match our desired leadership DNA.
- Appointed a new Group CEO (an internal candidate).
- Matured succession planning for executive roles.
- Promoted 1 059 employees across the Group.
- Hosted the One Motus Graduation to celebrate the graduates of our development programmes.
- Cascaded the new talent management framework for SA to all business segments and divisions.

Lowlights and challenges

- Creating a deep reservoir of successors at all employment levels in an environment of fierce competition for top talent.
- The low representation of women in leadership roles in the automotive industry.
- Skills scarcity constraining the growth of the vehicle modification business in the UK.
- High turnover, particularly in sales roles.

Objectives

Ensure that critical roles are filled with talented individuals with the appropriate skills to deliver high tangible value and business growth.

Specifically:

- Enhance the talent acquisition strategy, including identifying KPIs to measure performance.
- Increase visibility of key talent.
- Foster internal workforce mobility (develop guidelines and policy).
- Develop a sourcing strategy.
- Become more proactive in our workforce planning (medium-term objective).

Context

The global talent shortage continues to worsen with 90% of organisations saying that they will have a meaningful skills gap in the coming years¹. A Korn Ferry study, that examined the talent supply and demand of 20 economies, found that by 2030 there will be a global human talent shortage of more than 85 million people, which could potentially result in unrealised annual revenues of around USD8,5 trillion². Specifically, the current worldwide technology talent crisis is likely to worsen given the prediction that demand for this talent will increase by around 22% between 2020 and 2030; substantially faster than for all other occupations³.

Today's highly interconnected and talent-driven market has created global competition for certain skills sets that are critical to Motus, particularly vehicle technicians and digital and IT skills. Workshop technicians engage directly with our customers, contributing to customer retention and our competitiveness, and technology and IT skills are critical as we become increasingly digital. The scarcity of digital skills also impacts our service providers who provide networking, application support and application development services.

International organisations are hiring skilled South Africans, even opting to allow them to work remotely and earn salaries in foreign currencies, where possible, reducing local availability of and increasing the costs associated with these skills in our domestic market. In the UK, there is a notable industry-wide shortage of workshop technicians, truck 'body builders', and auto-electricians, and the low unemployment rate in Australia makes it easier to move between jobs, placing pressure on staff retention.

In this context, it is imperative that we understand what the right skills are for the Group (and what they will be in the future), and how our recruitment and development processes can be utilised to secure these skills.

¹ *Reimagining people development to overcome talent challenges* | McKinsey.

² *The \$8.5 Trillion Talent Shortage* (kornferry.com).

³ <https://www.griddynamics.com/global-team-blog/software-developer-shortage-us>.

Our approach to human capital management.

Leadership capability

Motus has a skilled and experienced leadership team with deep industry knowledge, and the capability to effectively empower and motivate high-performing teams that support sustainable growth. Maintaining this leadership continuity is vital for the Group's long-term sustainability and success.

Having reached retirement age, Osman Arbee, will retire as Group CEO effective 31 October 2024. The Nomination Committee, assisted by external consultants, undertook a comprehensive and transparent process to identify a successor. After considering suitably qualified and skilled internal and external candidates, Ockert Janse van Rensburg the Group's CFO, was selected for the position of Group CEO.

Our succession pipeline at executive level supported the following key promotions during the year – the appointment of a Global CEO for Aftermarket Parts, a female CEO for SA Aftermarket Parts (effective 1 July 2024), a CEO for Kia (effective 1 July 2024), and a Group Chief Information Officer.

In 2024, our executives across all business segments reviewed their teams to identify potential successors for critical roles and executive positions, assess their readiness, and establish clear development pathways for these candidates to progress into leadership positions. A Succession Planning Playbook guided executives on effective succession planning. The process has provided a view of the diversity profile of successors as well as the opportunity to manage potential retention risks.

Leadership development

During the year, we solidified the leadership DNA, identifying the skills sets, qualities and behaviours our leaders need to succeed in a complex business landscape and periods of market volatility. Our recruitment managers were included in this process. Following the review of the Motus-led leadership development programmes to ensure their effectiveness in 2023, the Future Leaders Programme, Women in Leadership Programme and Bachelor of Business Administration (BBA) were identified as the key tools to cultivate our desired leadership DNA in SA, and enhance the future fitness of our leaders and their successors. Suitable service providers have been selected for these programmes, which began early in the 2024 calendar year.

The Future Leaders Programme (GIBS partnership) equips high-potential employees to think at a higher strategic level and to effectively respond to change, preparing them for future executive roles. The Women in Leadership Programme (GIBS partnership) empowers women to effectively lead in a male-dominated environment. Participants benefit from team-based learning, become part of a connected community, and receive virtual coaching. Both programmes require participants to tackle carefully selected business improvement projects that align with Motus' business strategy and/or address critical organisational challenges.

The three-year BBA (Regenesys partnership) is tailored to Motus' needs, developing employees who are or will be responsible for managing people and/or projects. To date, 368 employees have graduated with BBA degrees. For the most recent cohort, the average pass rate was 65%, with 21 employees graduating, and 24 first year and 44 second year students progressing to their next year of study.

The Dealer Manager (NQF5¹) and Portfolio Management (NQF4) programmes are customised for Motus and are merSETA² quality assured national certificates. These programmes teach newly appointed dealer principals as well as sales, parts and workshop managers how to work with individuals and teams, and focus on customer service excellence as well as risk, change, project, financial and asset management. Our manager programmes (101 and 201) target new leaders and team leaders, teaching them how to lead others, achieve efficiency and build emotional and social intelligence.



¹ SA's National Qualifications Framework (NQF) level 5.

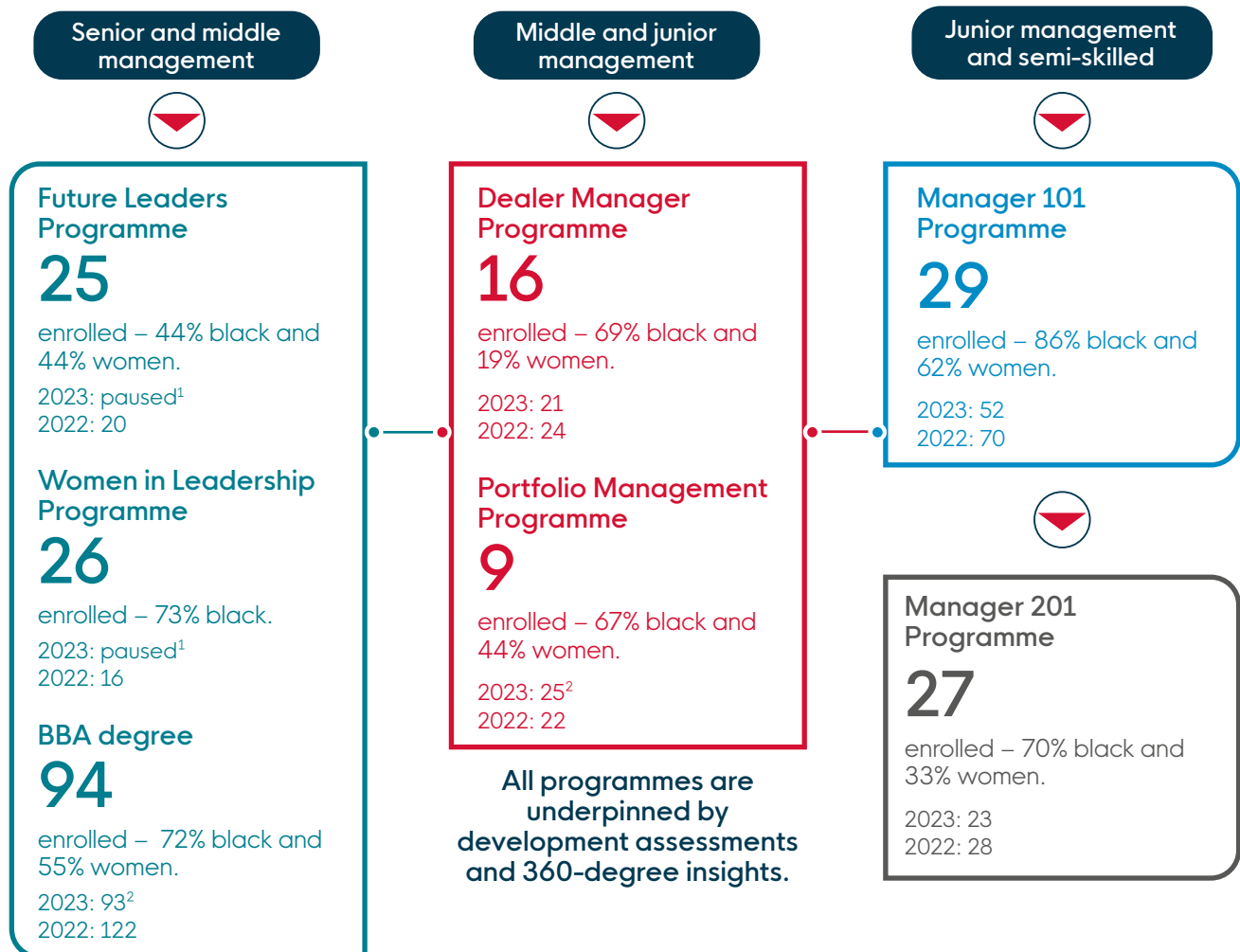
² merSETA: Manufacturing, Engineering and Related Services Sector Education and Training Authority.

Build leadership capability and talent pipeline (continued)

2024 performance | Group

South Africa

In total, including employees completing programmes started in 2023, 351 employees received managerial development training – 70% black and 55% women (2023: 292; 2022: 343).



United Kingdom

Management Development Programme

15

employees enrolled – 26% women.

2023: 16

2022: 19

In the UK, the Motus-designed Management Development Programme targets future leaders identified in the succession planning process as having high potential. The programme comprises five modules, and delegates deliver presentations to the executive team on what they have learned and how their personal growth is driving business improvements. The programme is very highly rated by delegates and is improved year on year to drive stronger business results.

¹ There were no enrolments on these programmes in financial year 2023 as programmes were paused to define the leadership DNA. The previously reported numbers were for calendar year 2023 and have been corrected to reflect the financial year.

² BBA corrected from 98 and Portfolio Management Programme corrected from 24 due to a change in reporting methodology.

Talent management

The talent management framework applied in SA identifies and develops talented individuals, supports skills and workforce planning, now and for the future, and is flexible to cater for each business segment's specific talent needs. Operational in two divisions last year, the framework has now been cascaded to all South African operations, and supported the successor review reported under leadership capability.

We intend to conduct a detailed analysis of employee turnover within all critical roles which, together with the information gleaned from exit interviews, will enable us to identify specific trends and indicators that influence attrition rates, and where we can implement mitigators and improve our EVP¹. The 'fast track to excellence' pillar of our human capital strategy will play a key role in improving retention,

aiming to ensure that we support talented individuals to succeed quickly from the time they are hired to when they are able to meaningfully contribute to the Group.

As we become more proficient in gathering the data to enhance our visibility of talent, we will be able to clearly define career progression pathways, and strategically move employees across different roles and areas of the Group. Talent mobility will allow employees to gain experience in a number of areas, provide the Group with a talent pipeline ready for promotion when opportunities arise, and unlock organisational value by placing talent where it can make the most impact.

Mobility opportunities include seconding experienced managers to start-up importer brands to guide and help structure new businesses, and the rotation of personnel to introduce innovative concepts across more areas of the Group.

2024 performance | Group

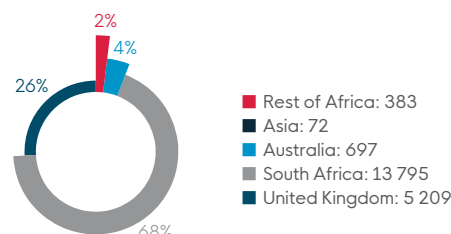
Workforce (number and %)

Number of employees

20 156

2023: 19 817

2022: 17 283



Our overall headcount increased slightly by 2% compared to 2023. The largest increases in headcount were in Australia with a 22% increase due to the Wagga Wagga acquisition of two multi-franchise sites, followed by the Rest of Africa with a 12% increase due to the expansion of our dealership network. In the UK, headcount increased by 5% due to the Solway acquisition – four DAF commercial vehicle dealerships. Headcount in SA and the Aftermarket Parts international business decreased. 3% of the workforce are non-permanent employees, with 418 based in SA, 171 based in the UK and 15 based across Australia and Asia.

¹ Employee value proposition.

Build leadership capability and talent pipeline (continued)

South Africa

The Motus SA Careers platform provides an effective end-to-end hiring process as well as data analytics on market trends. Not only does the platform support our ability to attract the best candidates, but it also gives our employees a broad view of potential opportunities within the Group that they may be interested in. For 2024, 44% (2023: 45%) of job applications were received from women and 98% (2023: 97%) of applicants were black, positively contributing towards our employment equity targets. Over 712 049 (2023: 408 027) applications were received, averaging 253 (2023: 131) applications per job advertised.

Employee turnover

27%

2023: 23%

Employee hires

3 607

2023: 3 876

2022: 3 411

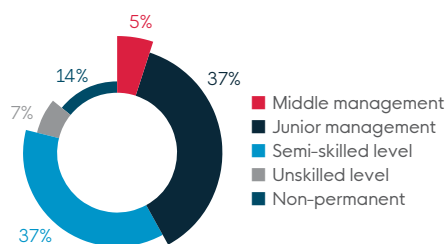
Employee exits

3 791

2023: 3 507

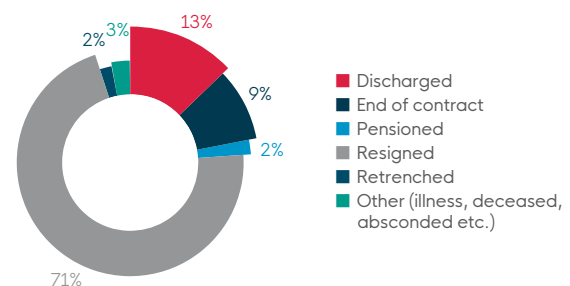
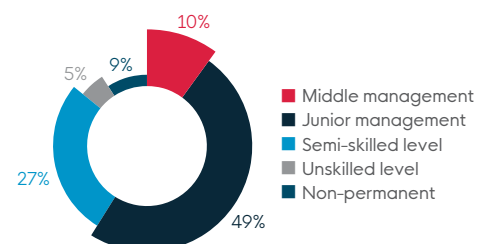
2022: 3 114

Employee hires in SA (%)



In SA, there were 24 hires at top and senior management (2023: 10; 2022: four). Most hires for the year were at junior management level and the semi-skilled level with 63% of engagements being men (2023: 64% men). 569 employees were promoted (2023: 482).

Employee exits in SA (%)



There were 12 exits at top and senior management (2023: 10; 2022: eight) in SA. Exits were the highest at junior management level followed by semi-skilled workers. 67% of exits were men (2023: 68%), 71% were voluntary (2023: 70%) and 2% were retrenchments.

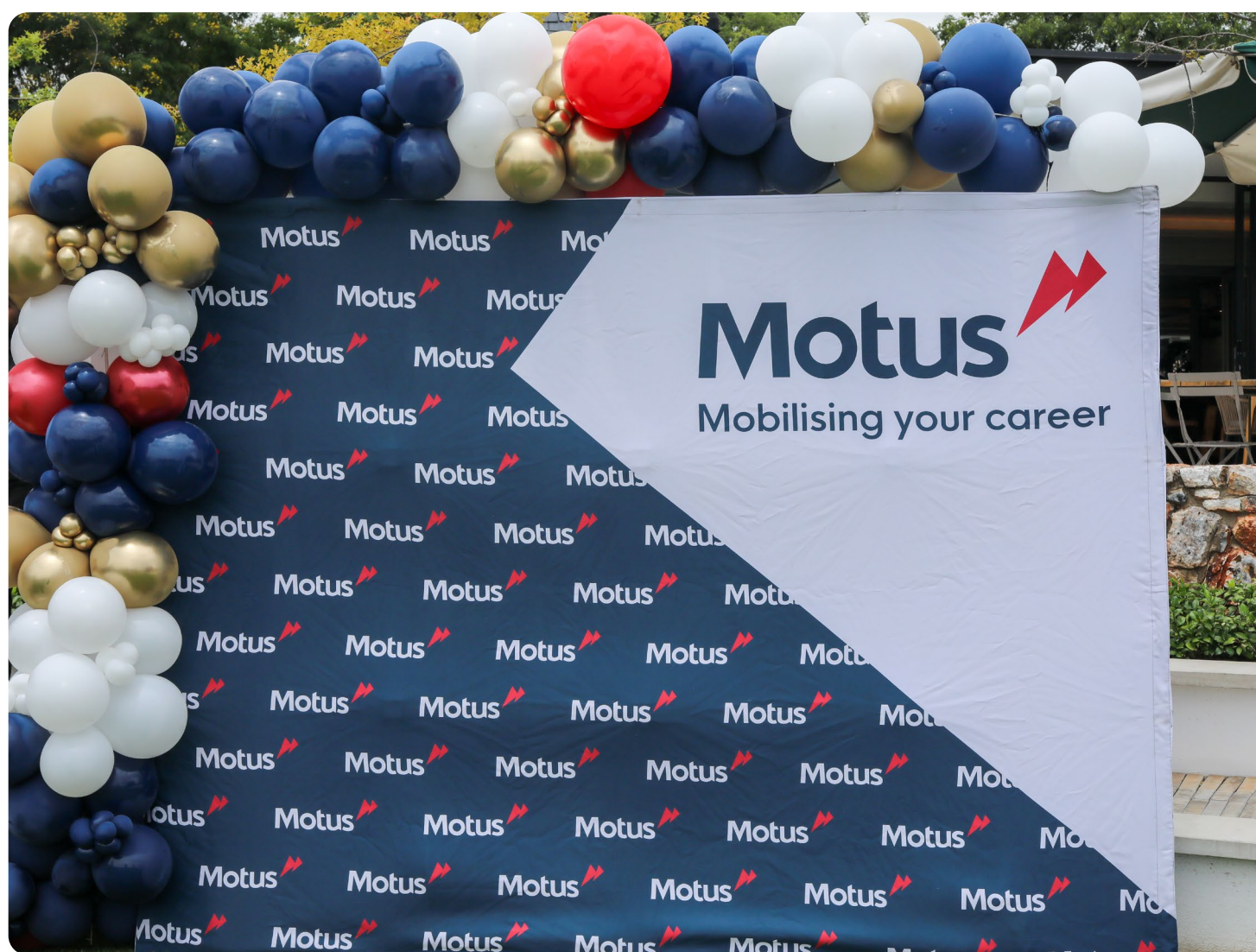
SA's prolonged economic downturn has led to growth stalling in the vehicle retail divisions, requiring the Group to optimise our operations, which led to retrenchments in the first half of 2025. All retrenchments meet legal and collective bargaining requirements.

Regions

To remain competitive in the UK, we have revised our remuneration packages for scarce skills and are engaging with local schools and colleges to run recruitment events and enhance our profile as an employer. We have enjoyed success with the technician recruitment project, which creates opportunities for a diverse group of Africans and people from the Middle East with technical skills; however, future recruitment may be impacted by changes to the UK government's immigration policy. In total, 100 candidates were recruited through the programme, gaining experience working with newer generation vehicle technologies.

The turnover rate in the UK was 19% (2023: 17%) with hires at 832 (2023: 838) and exits at 594 (2023: 869). 473 employees in the UK were promoted (2023: 392).

In Australia, the turnover rate was 31% (2023: 39%) with hires at 232 (2023: 245), excluding our acquisitions. Employee exits totalled 195 (2023: 217). Seventeen employees in Australia were promoted (2023: 1).



Provide a compelling employee value proposition



Why this is material

We rely heavily on the skills, energy and motivation of our employees. In return, they expect quality leadership and want to feel that they matter, that they are cared for, and that they are treated fairly. To attract and retain high-demand, specialised skills requires going above and beyond competitive compensation to meeting employee expectations on issues such as flexibility, work-life balance, a strong organisational purpose and values, and an appreciation for those who drive results. Our human capital investments are aimed at meeting these employee expectations, and providing a compelling EVP¹ that positions Motus as an employer of choice in the automotive industry.

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¹ Employee value proposition.

Key performance indicators (year on year)

Training spend (Group)

▲ 23%

R349,8 million



Training hours per employee (SA)

▲ 1%

73 hours



Employee wellness (SA)

▲ 140%

1 023

cases registered on the employee assistance programme.



Compliance with labour-related legislation and/or voluntary codes

0

incidents of non-compliance.



Target: 0 non-compliance

Key

Pleased with performance

Behind where we want to be

Room for improvement

Key initiatives

- ▶ Developing an aligned EVP across business segments and divisions.
- ▶ Digital Quotient Programme (SA).
- ▶ Motus Cares (employee wellness programme).

Highlights

- Renewed our people strategy for the next two years.
- Started developing a framework to equip employees to achieve two of our strategic priorities (i.e. drive innovation and improve technology solutions).
- An increasing number of employees are using Motus Cares.
- Extended Motus Cares to every employee in SA.

Lowlights and challenges

- The impact of fast paced digitisation and transformative technology innovations on job roles.
- Continuing post pandemic trauma and fatigue.
- The adverse impact of the depressed SA economy on sales commissions.

Objectives

Provide an EVP that supports our ambition to be an employer of choice in the automotive industry, and ensure that our employee engagement is effective at providing insight on employee concerns and expectations so that we can bring about change.

Specifically:

- Continue to develop customised training solutions that build current and future critical skills.
- Conduct an employee survey in SA to identify where we can improve inclusion and employee engagement.
- Invest in employee relations and wellness initiatives to holistically support the workforce.

Context

About 87% of African business leaders identify digital skills development as a priority in need of further investment¹. According to an IFC study², 230 million jobs across the continent will require some level of digital skills by 2030. With only 11% of Africa's tertiary education graduates having formal digital training¹, businesses must upskill their employees so that they are able to meet current and future work demands in a dynamic environment that requires high degrees of adaptability.

Business leaders and external thought leaders attended the Motus Human Capital Management Conference, held every two years, to ensure alignment between our people strategy and the evolving business environment. Key issues discussed included the impact of rapid technological progress and persistent economic challenges on human capital requirements, the hypercompetitive talent market, employee wellbeing, and high turnover in critical roles. Rehumanising leadership teams in an increasingly digital and uncertain business landscape, and understanding the potential benefits of AI and automation for employees were also discussed.

Based on emergent themes and business imperatives, a renewed people strategy for 2025 and 2026 was developed to position the Group for future success. The strategy (📄 reported on page 28) focuses on DEI, talent acquisition and development, and digital transformation in tandem with leveraging the Group's integrated business model and diversification objectives, and improving HR's working capital management.

We are also investigating how we can augment human capital management with technology to improve the employee experience. For example, we are exploring tools such as AI for hiring, automated onboarding, and data analytics to manage performance, ultimately making our HR processes more efficient and streamlined. This will free up our HR teams to focus more on people and strategic human capital management planning, and offer our employees a more personalised career development journey as well as real-time feedback and easy access to resources.

¹ Africa's Opportunity in Digital Skills | BCG.

² Africa needs digital skills across the economy - not just in tech | World Economic Forum (weforum.org).

🔄 Our approach to human capital management.

📄 Human capital management system: page 44.

Provide a compelling employee value proposition (continued)

Connecting with employees

The articulation of the Motus value proposition to employees started with an in-depth analysis of our current and potential employees' needs and expectations, followed by the benchmarking of industry standards and best practices, and stakeholder engagement with employees, management and external consultants to gather insights and perspectives. This work has highlighted Motus' unique value offerings, which include a dynamic entrepreneurial culture, diverse work experiences and career growth, a supportive work environment, competitive compensation, and our commitment to innovation. The EVPs of each business segment and division will be enhanced around this common set of value offerings to distinguish our businesses from their peers.

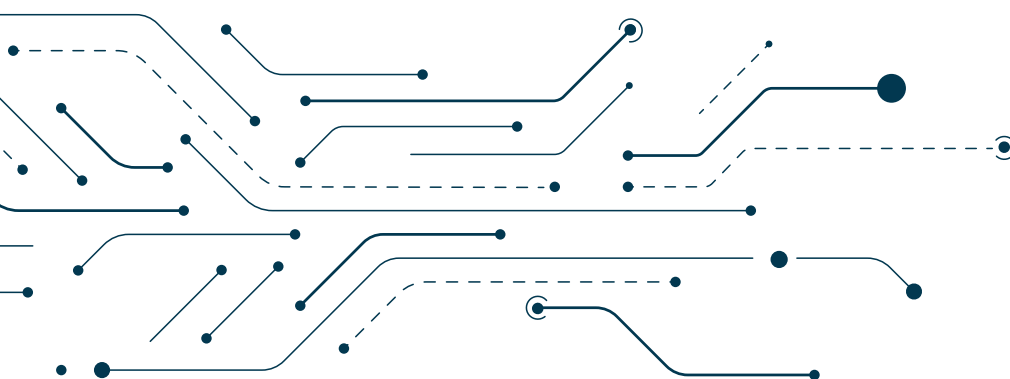
Inclusivity requires an environment where employees feel safe to give their honest feedback. Providing this environment enables us to gain the insight we need to identify and assess our human capital risks, and where we may not be meeting employee expectations. We use a number of mechanisms to elicit this information, key among them being the performance development approach and employee engagement surveys undertaken at either a business segment or regional level. The results of employee engagement surveys are taken seriously and addressed, as far as reasonably practicable.

In 2023, we launched a six-month pilot of Motus Connect – a free mobile phone tool that was used to communicate with employees, and allowed them access to Motus news, important documents such as policies, and information on our DEI and wellness initiatives. Following a review of the pilot, we are investigating a more user-friendly platform as part of the human capital technology roadmap.

Our LinkedIn and YouTube platforms, as well as Motus magazines in SA and Australia, are also used to connect with our employees as well as customers and communities. Employees can access all our corporate videos, leadership radio interviews, and key stories about our financial performance and strategies for growth as well as our social and environmental initiatives.



While we had intended to launch a fully digital EVP to drive enhanced engagement with talented individuals, young professionals and students, as reported last year, constrained economic conditions were such that we chose to implement an integrated communication strategy instead. This encompassed targeted messaging, interactive content, a dedicated careers portal, engaging social media campaigns, and virtual recruitment events. This path proved very effective, yielding increased interest and applications from our target groups in SA.



Learning and development

Our learning and development programmes support our employees to reach their professional potential. The 'skill up for tomorrow' pillar of our human capital strategy will focus on evolving our employees' skills sets to build the skills Motus will need in the future. One of the pillar's strategic objectives is to increase employee participation in training programmes, and improve the learning environment using new, innovative tools. Business segments continued to deliver their own specific product and soft skills training in 2024.



Digital Dexterity

As our industry evolves and new technologies emerge, the gap between existing skills and those required for future challenges widens. To ensure that the Group is adaptable and competitive in a technology-driven future, we intend to be proactive in evolving the skills of our employees so that they are equipped to handle upcoming innovations and market demands. Ultimately, we are aiming to build a workforce that is digitally ready, digitally responsible and safe, digitally proficient, digitally creative, and digitally engaged. Building the digital dexterity of our employees, especially lower skilled employees, also supports their continued employment and opportunity to secure quality jobs in the future.

We have established a cross-functional team comprising HR, IT and innovation team members, which is tasked with developing strategies to cultivate digitally dexterous employees and spearhead a Group-wide upskilling initiative. We have already integrated digital dexterity in the leadership development framework, and we will continue to leverage existing initiatives such as the m^x platform, our initiatives to drive innovation, and our Digitally Speaking Programme, which counteracts resistance to change.

The digital dexterity pilot will first target South African employees with computers, and will prioritise cybersecurity and digital readiness. Following an evaluation of the pilot, we will decide how to scale the initiative across the broader Group.

2024 performance | Group

South Africa

Training spend

R221,2 million

2023: R179,8 million

2022: R166,3 million

Number of employees trained

5 950

equating to 43% of the South African workforce.

2023: 8 008

2022: 7 490

Hours of training

73

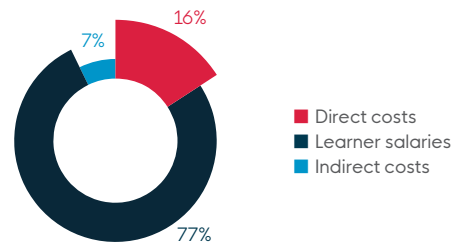
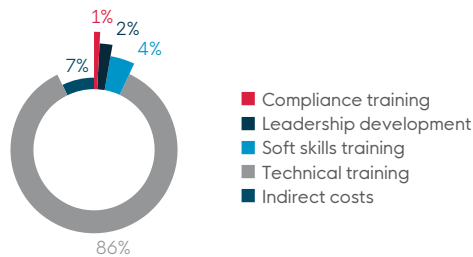
hours per employee.

2023: 72

2022: 108

Provide a compelling employee value proposition (continued)

Training spend breakdown (%)



Training spend increased by 23% on prior year due to an increase in more expensive face-to-face training (more delegates on leadership development programmes) and an increase in technical training, which increased from 76% of training spend in 2023 to 86% in 2024. Our training spend for the year equated to 4% of payroll costs – exceeding the Skills Development Act's requirement that training spend equal 1% of payroll (2023: 3,0%; 2022: 3,4%). Of our total training spend, the highest allocation went to developing junior managers at 39%, followed by semi-skilled workers at 38% as part of our commitment to uplift employees. At the semi-skilled level, 43% of employees received training (2023: 57%; 2022: 75%).

Regions

In the UK, our learning management system (also accessible on mobile phones) provides online bespoke programmes across a number of subjects such as health and safety, people management, DEI, data protection, sales and leadership. At year end, our completion rate on all enrolled courses was around 98%.

There is a broad range of apprenticeship opportunities across all businesses in the UK. The number of apprentices in the UK remained steady with additional plans in place to boost future recruitment. Given that around one third of the UK's workforce comprises technicians, the operational board in the UK regularly reviews the apprentice pipeline to ensure it is adequate to meet the operation's needs. With less than 2% of technicians in the UK being women, we intentionally target women for the programme.

Most of our training in Australia is delivered online, and comprises workplace health and safety training, and more recently, training on the responsible use of IT and the servicing and repair of NEVs.

Training spend (UK)

R118,5 million

with 72% comprising apprentice salaries.

2023: R96,8 million

2022: R122,3 million

Apprenticeships (UK)

233

apprentices enrolled with 81 recruited during the year.

2023: 200; 87 recruited

2022: 196; 83 recruited

Courses completed (UK)

28 002

online courses completed.

2023: 24 914

2022: ~18 000

Training spend (Australia)

R10,1 million

2023: R8,1 million

2022: R1,4 million

Combined training spend (UK and Australia)

3,7%

of the total payroll costs for both operations.

2023: 2,9%

2022: 3,2%

Recognition

Our commercial vehicles business in the UK featured in two nationwide Top 100 Apprentice Employers Awards listings: the National Apprenticeship Service Award and the Rate My Apprenticeship scheme.

Employee wellbeing

Motus Cares reaches all business segments in SA, including Kia and Hyundai which joined the Group programme in 2024¹. The programme provides employees and their immediate family members with access to psychosocial counselling, financial guidance, health and wellness information and advice, and legal assistance (excluding labour law issues). Awareness communication is sustained across various channels to remind employees of the support available to them. This year, we held awareness sessions for managers and employees, launched a wellness 'did you know' series, and released a Motus Cares video. Since the launch of Motus Cares in April 2023, just under 7 000 employees have attended awareness sessions.

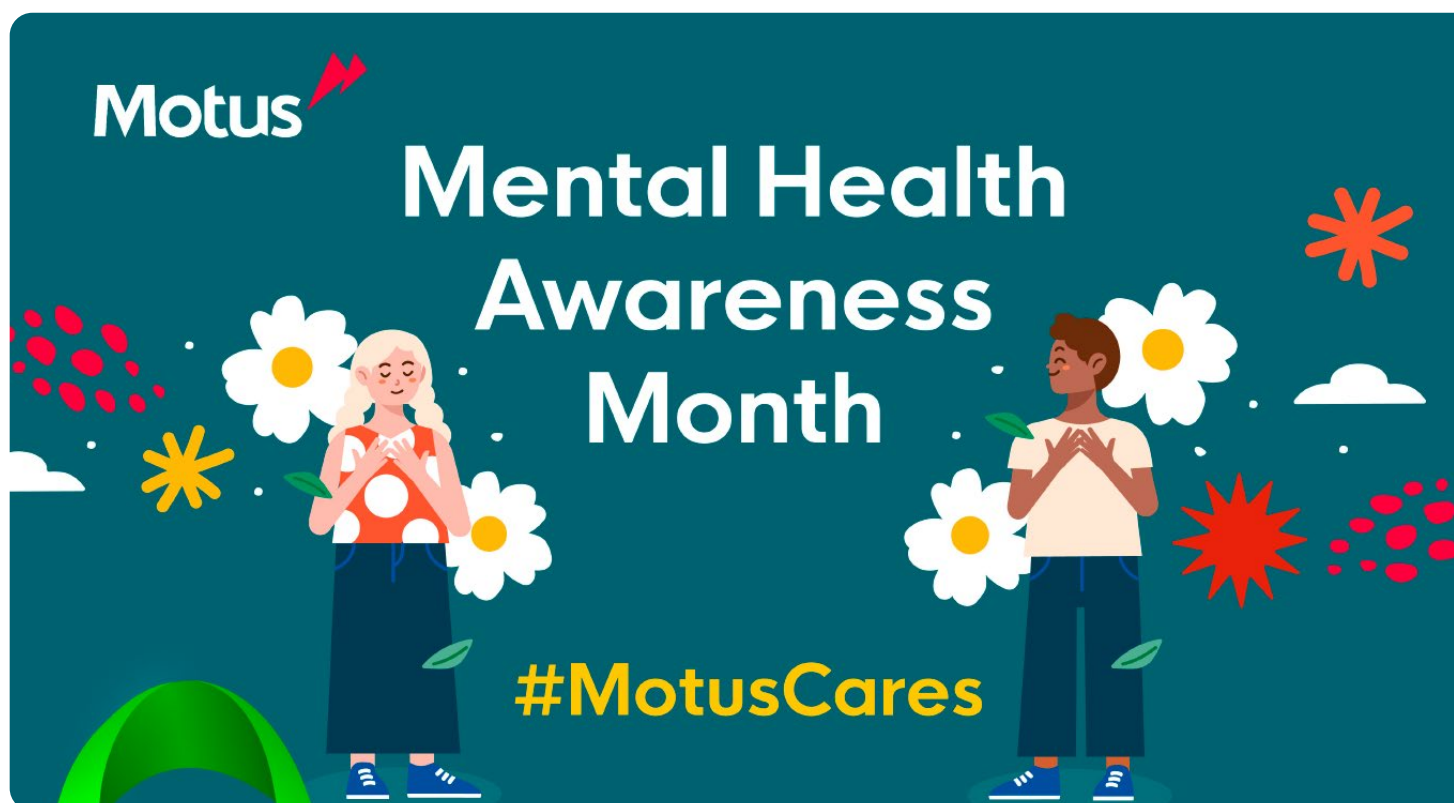
Following the completion of the Motus Cares pilot, we evaluated the performance of the programme and conducted a survey to elicit views from employees and the HR team. The feedback from over 3 600 employees was very positive.

Business segments and brands also host wellness days, which typically provide employees with access to free eye tests, health screens and advice from various healthcare practitioners, dieticians, physical trainers and financial advisers. For example, Mobility Solutions' second Big Health Tune-Up initiative allowed employees to participate in various activities, including gym sessions, relaxing massages, smoothie-making classes, healthy cooking classes, comedy shows, financial fun runs, and budgeting and saving education.

In SA, our range of medical aid options, the retirement fund, and our risk benefits (Group life insurance, disability cover and funeral benefit) are key components of our employee retention strategy and commitment to employee welfare, with our risk benefits providing financial support during difficult times.

The UK Employee Assistance Programme provides employees and their immediate family members with 24/7 access to a doctor, confidential counselling services, mental health support and professional financial advice. Advantageous savings and credit interest rates are available to those earning lower incomes. The vehicle commercials business has a network of trained mental health first aiders, who help employees or direct them for professional support.

In Australia, our employees have access to assistance on relationship issues, depression, suicide and self-harm tendencies, and domestic violence. We are also a participant in the government-led AED² register, making the defibrillators located at our AAG sites publicly available in communities, workplaces, schools and clubs to help people survive cardiac arrest.



¹ Both brands previously had standalone wellbeing programmes.

² Automated External Defibrillator.

Provide a compelling employee value proposition (continued)

2024 performance | Group

Motus Cares

South Africa

Cases registered on Motus Cares

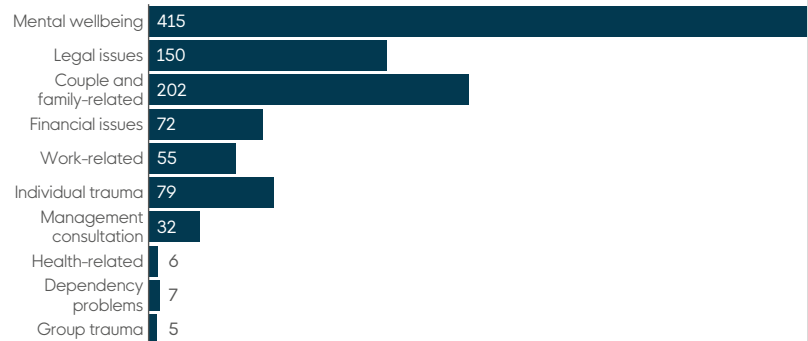
1 023

cases registered.

2023: 426

2022: 213

Problem categories (number)



Employee use of Motus Cares sits squarely within the automotive industry benchmark for utilisation. 41% (2023: 41%) of cases registered in 2024 related to mental wellbeing, the highest problem category. Couple and family-related and legal issues followed at 20% and 15% respectively. Pleasingly, our ongoing awareness drives have increased the utilisation of various services. The trends in the calls logged may be influenced by increasing awareness of mental health, evolving labour laws, economic challenges, and shifts in societal dynamics.

Regions


In the UK, we ran a series of podcasts throughout the year, featuring employee discussions on a wide range of wellness topics such as neurodiversity, mental health, bereavement and disability as well as the support that is available for employees.

In Australia, our employee wellness initiatives support team building while also raising awareness about cancer and other diseases. For example, in Gippsland we led the StepTember challenge to raise awareness around Cerebral Palsy, and a number of our operations participated in cancer awareness events during the year (see page 95).

Fair human resources practices

Our performance development approach ensures that employees are fairly assessed, rewarded and recognised for exceptional performance, and where poor performance is identified, corrective development or supportive actions are implemented. When necessary, adjustments are made to remuneration to demonstrate the value of roles in relation to one another, regardless of the incumbent, and to defend our pay philosophy. The remuneration gap between the highest paid and lowest paid employees, and equal remuneration within occupational levels in terms of race and gender, are assessed annually as part of our employment equity reporting in SA. In the UK, equality of pay is also closely monitored and corrected when issues are identified.

The Workplace Gender Equality Agency's first public report on the gender representation and payroll equality statistics for large companies in Australia (published in 2024), showed that Motus' female staff are paid equitably, and we perform better than the industry average. This report allows prospective employees to determine whether or not a company is an equal opportunity employer.

 Remuneration report in the shareholder report.

Our employees are free to choose which union, if any, they wish to be affiliated with. Non-unionised employees are always represented in major discussions. Retrenchments are a last resort, and voluntary retrenchments and early retirement options are always exercised first. Where roles become redundant, we do our best to reassign employees into different roles and/or locations supported with retraining, where required.

All interactions with employees, including disciplinary actions and negotiations on terms of employment, are managed with utmost responsibility and privacy, and in a fair, open and respectful manner.

2024 performance | South Africa

300 (2023: 218; 2022: 276) employees received training on industrial relations covering effective communication, conflict resolution and fostering a positive work environment. 1 074 (2023: 1 131; 2022: 1 033) employee relations matters were heard, comprising disciplinary hearings, formal grievances, and cases referred for arbitration or dispute resolution.

The current wage agreement between organised labour and the Motor Industry Bargaining Council is valid to 31 August 2025.

Union membership

8 065

employees covered by collective bargaining agreements, equating to 59% of the workforce in SA. 90% of union membership is with the Motor Industry Staff Association (2023: 90%; 2022: 89%).

2023: 8 254

2022: 7 746

Disciplinary

442

disciplinary hearings, of which 75 (2023: 60; 2022: 49) related to poor work performance and 331 (2023: 361; 2022: 299) resulted in dismissals.

2023: 526

2022: 531

25% (2023: 23%; 2022: 26%) of dismissals related to not following Motus' work standards, 16% (2023: 14%; 2022: 19%) for insubordination and 27% (2023: 29%; 2022: 27%) for dishonesty.

Disputes and grievances

22

grievances lodged.

2023: 13

2022: 36

26

new cases were referred to the Dispute Resolution Centre or CCMA¹.

2023: 78

3

of the arbitration awards found in our favour were referred to the Labour Court (an average of two to three years to finalise).

2023: 7

2022: 17

¹ Commission for Conciliation, Mediation and Arbitration.

Mobility for Good

Rec-Ignition Programme

Mobility Solutions' Rec-Ignition Programme celebrates the outstanding contributions and achievements of its employees. Employees nominate their colleagues for awards across three categories: the Customer Champion Award, the Change Champion Award and the Legitimate Leadership Award. At a gala dinner in September 2023, each winner received a grand prize of R10 000. In the second iteration of the programme, 83 candidates have been nominated – the winner to be announced in October 2024.

Inaugural One Motus Graduation

In February 2024, we held the inaugural One Motus Graduation ceremony – a landmark event that celebrated the commitment and achievements of delegates from our various Motus-led leadership development programmes. The ceremony was attended by the Group's senior leaders, including the Group CEO.



Advancing careers at SA Retail

SA Retail's Sales Trainee Programme is a one-year learnership that brings new talent into the sales pipeline, providing them with a formal qualification upon successful completion of the programme, and demonstrates the value of a career in sales. In April 2024, 20 young women started the programme. The division's Sales Cadet Programme further develops learners from the YES4Youth intake, and is also leveraged to drive the development of women leaders. 20 women were placed on the programme in 2024, and we hope to fast track them into executive sales positions. Ensuring that the next generation of technicians is ready to fill positions when they become available, the division had 246 enrolled apprentices registered with merSETA at year end. Similarly, the accredited Parts 2IC Training Programme builds a competent pipeline of parts employees.

Hyundai's Sales Cadet Programme



Hyundai's inaugural Sales Cadet Programme prioritises young professional female graduates. Learners receive three months of training at head office, and then move into the dealership environment where development areas are identified. 17 young professionals from the first cohort successfully completed the programme and have started their new roles in Hyundai's dealerships. The second intake of graduates took place in March 2024, with 78% of candidates being women.

⚡ Mobility for Good

Recruiting beyond the automotive industry

Kia launched an initiative to recruit individuals from outside the automotive sector to join its vibrant business. Candidates had to have at least two years of sales experience and a history of exceeding sales targets. Selected candidates were invited to a Talent Search Open Day, where they gained insights from Kia's executives, including the CEO. The event featured a panel discussion with three of Kia's top sales executives, who shared their passion for the brand and their success stories. Candidates have attended an extensive training programme, covering brand, product knowledge and sales techniques, which was followed by a stringent evaluation. Out of 54 attendees, 32 have completed the training programme.



Money Master Class series

SA Retail rolled out a four-series Money Master Class facilitated by financial wellness experts, educating employees on the tools and resources available to manage their finances better. The sessions were well received, and all participants were offered ongoing one-on-one counselling and support.



Cancer awareness and support

In SA, we ran an awareness and screening campaign during Breast Cancer Awareness Month (October 2023). Mobility Solutions held a 'Cuppa4Cansa' event, where employees could purchase tickets to attend a high tea and/or purchase Motus and CANSA branded socks. Money raised was donated to cancer research.

During the same month, our teams in Gippsland and Ballarat in Australia participated in the longest table cancer awareness event, raising over R150 000 for cancer research. In Sydney, we hosted our annual 'We are MOTUS Biggest Morning Tea' to raise over R85 000 for the Cancer Council and its efforts to combat cancer and improve the lives of those affected by the disease.

Drive innovation to remain relevant and competitive



Why this is material

Innovation, digitisation and data excellence, including emerging technologies such as AI and machine learning, will drive the Group's growth today and relevance tomorrow, securing our position as a leader in the automotive industry. Innovation, as one of the three Motus keystones, is the foundation of our business strategy, an integral part of how we do business daily, and ensures that our core specialist expertise is future-fit and able to fulfil our customers' unmet mobility needs.

People are as important as technology in the innovation process. An enabling environment must therefore be created and sustained for our intrapreneurs¹ to experiment and take calculated risks on novel concepts. We continue to enhance our culture of innovation and intrapreneurship¹ through Motus Xponential, m*, and are driving inclusive and collaborative employee engagement on the topic of innovation as well as new business ideas and models.

In this section

Innovation and digitisation strategy	98
Innovation programmes and process	99
Innovation portfolio	101



Key performance indicators (year on year)

New innovation projects started (Group)

Momentum maintained

8



Innovation projects at year end (Group)

▲ 15%

15



Employee perception of innovation at Motus (Group)

▲ 8%

89%



of survey respondents regard Motus as increasingly innovative.

Key

✓ Pleased with performance

✗ Behind where we want to be

▲ Room for improvement

¹ Intrapreneurship is a system that allows an employee to act like an entrepreneur within an organisation.

Key initiatives

- ▶ Innovation Insights Hub.
- ▶ Motus research community.
- ▶ Testing and experimentation sprints.

Highlights

- Launched the m^x Leaderboard, allowing employees and divisions to track their contribution to innovation.
- Showcased some of our key innovations at the Capital Markets Day held in June 2024.

Lowlights and challenges

- Competition across many industries and with international companies for skills and expertise in big data and analytics, coding, design thinking, problem-solving and social platforms.
- Slow rollout of a strong 5G network in SA, and high mobile data prices in Sub-Saharan Africa.
- Ensuring that digitisation does not create cost and complexity for customers.

Objectives

Leverage and integrate digital technologies to enhance our capabilities across the vehicle value chain, deliver compelling and differentiated offerings and superior customer experiences, reduce costs and improve our business decision-making.

 Innovation and digitisation review in the integrated report.

Context

The automotive industry is evolving rapidly, mainly as a result of new developments in electrification (see page 53), autonomous driving (robo-taxis and shared autonomous mobility solutions), connectivity (vehicles becoming increasingly integrated with smart infrastructure and offering enhanced digital services), and shared mobility (vehicle sharing and ride-hailing).

Added to this is an empowered consumer with access to information, products and services in a wide variety of ways across multiple device types. Today, consumers prefer to access information, products and services on their own terms, and expect their engagement with businesses to be personalised, seamless, quick and easy. For the vehicle purchasing process, transparency and waiting for approval remain the most significant areas of dissatisfaction for consumers¹. Satisfying these expectations requires an omni-channel approach of both digital and traditional forms of engagement.

We provide our customers with the freedom to connect with us through their preferred channels (online and in person), ensuring convenience, speed of transaction and ease of use. Most of the vehicle purchasing process can already be done online – from selecting a preferred vehicle on motusselect.co.za (SA's largest online vehicle buying platform) to applying for finance and getting a price for a trade-in vehicle. We also support e-commerce sites for parts purchasing for Importer OEM brands, and for extending service and maintenance plans. Aftermarket Parts' electronic catalogue provides retail customers with an easier access point and greater visibility of product availability, and reduces lead times.

The workforce of the future will need to be appropriately skilled and able to adapt to new ways of working to support the acceleration of innovation and competitiveness in the automotive industry, and to optimise productivity. As such, building the digital dexterity of our employees will be a key focus for the Group ( see page 89).

¹ Deloitte | South African Extract of the 2024 Global Automotive Consumer Study.

Drive innovation to remain relevant and competitive (continued)

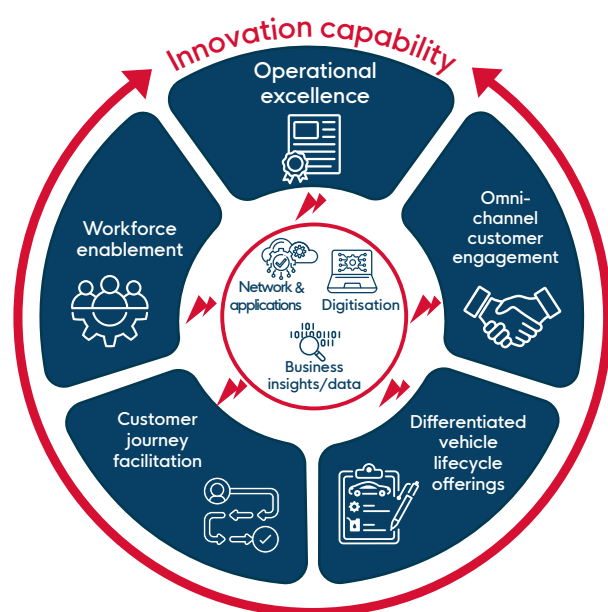
Innovation and digitisation strategy

Motus' innovation and digitisation strategy is deliberate, methodical and aligned to the Group's strategic priorities. It keeps us ahead of market trends, and enables us to anticipate customer needs and quickly respond to these needs with cutting-edge products and services.

Our investment in this strategy is disciplined, focusing on where we can drive operational excellence (improved efficiency, reduced costs and better decision-making), and enhance the automotive mobility experience for our customers across the vehicle ownership lifecycle.

Our innovation strategy is delivered through the innovation performance model depicted below.

Innovation performance model



Our innovation and digitisation strategy is measured against the following markers of success.

Internal markers of success

Employer of choice

- Digital-forward work environment.
- Collaboration.
- Innovation culture.

Operational efficiency

- Best practice processes enabled through technology.
- Robotic process automation.
- AI for demand forecasting.

External markers of success

New revenue streams

- Digital sales: vehicles, parts and VAPS.
- Entry into new markets, e.g. informal market.
- Leveraging data to improve efficiencies and enhance customer experiences.

Customer retention

- Customer rewards.
- Differentiated offerings.
- Pre-emptive customer relationship management.
- Digital transparency.
- VAPS development.

Innovation culture

A strong innovation framework is essential for effectively driving innovation across Motus. The m^x platform, conceptualised and launched in 2019, encourages a highly collaborative and inclusive innovation-centred culture – allowing employees at all levels to participate and encouraging diverse ideas to come to the fore. This innovation framework, which has created tangible and measurable value for the Group, ensures that our innovation efforts are aligned with business objectives and integrated across the Group, avoiding short-term or siloed projects.

m^x applies a dual approach to innovation, employing both a top-down and bottom-up approach to ideation. It drives innovation within our different businesses, and is supported at the centre by the m^x team of dedicated, highly skilled and experienced intrapreneurs; their sole KPI being to drive innovation.

Our innovation framework comprises the following three core areas:

- **Innovation programmes:** events, voluntary training and awareness to create a strong brand for innovation.
- **Innovation portfolio:** strategic initiatives currently being tested.
- **Innovation Insights Hub:** research and storing the learnings from past projects.

m^x empowers employees and encourages creative thinking, questioning, and continuous improvement of existing processes. Proven as an effective framework for taking new products and services to market, m^x is attractive to top talent with scarce skills sets, helps the Group to identify talent, and exposes talented individuals to the Group's leaders.

Innovation programmes and process

m^x programmes

We regularly evaluate our innovation programmes to identify those that deliver the best outcome for Motus, and remove those that are less effective. Programmes are evaluated based on the number of innovation concepts in the portfolio, number of new ideas generated, success rate of implemented concepts, and programme participation rates.

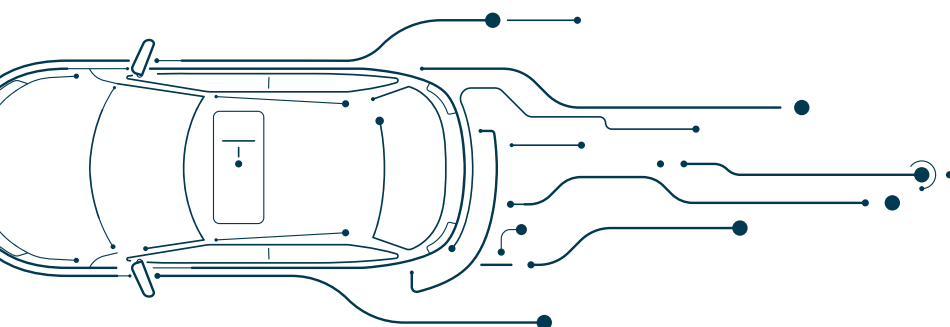
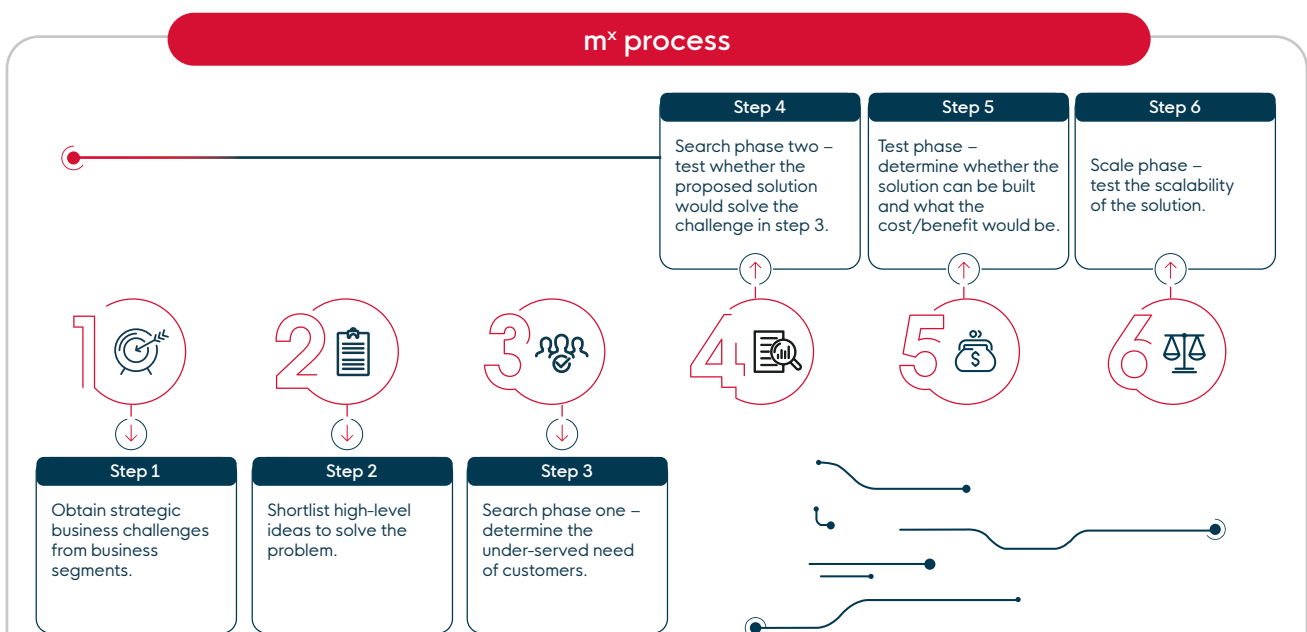
Our innovation programmes focus on:

- **Shifting Motus to an innovation culture:** includes our innovation survey, keynote and thought leadership events, m^x Leaderboard and Futuremakers Awards, among others.
- **Generating innovation value:** m^x sprints that test and experiment with concepts, validating those that can be taken further, and scaling them quickly and cost-effectively to commercialisation.

An employee's participation in innovation can range from contributing ideas, attending events and participating in research, to joining teams to help implement workable concepts. Participation earns points, with points allocated according to the impact the activity has on our innovation. In January 2024, we launched the m^x Leaderboard pilot, which allows employees and businesses to easily view their innovation ranking and contribution. The more points an employee accumulates, the greater their chance of being recognised as a Motus Futuremaker.

m^x process

In-depth testing and experimentation, using proven global innovation best practice methodologies, is a crucial part of our innovation process. It allows our innovators to develop their ideas, test and validate key assumptions, and make necessary adjustments to turn their ideas into products and services. In this way, we build an evidence-based de-risked portfolio of quantified concepts that align to strategic business challenges, and which sponsoring businesses can implement. The central m^x team steers the development process from initial breakthrough concepts to market-ready products and services.



Drive innovation to remain relevant and competitive (continued)

2024 performance | Group

m^x community members

4 183

individuals with the curiosity and resilience to execute innovation.

2023: 4 239

2022: 3 876

Internal business challenges

4

2023: 11

2022: 5

Keynote events for employees

6

keynote events with an average of 122 attendees per event.

2023: 10; 115 attendees (average)

2022: 8; 109 attendees (average)

Note: membership is impacted by the natural attrition of employees.

Doing Things Differently campaign

The Doing Things Differently campaign identifies employees who have introduced innovative solutions that streamline business operations, saving both time and money, and which have the potential to work in another area of the Group. Some of the entries submitted this year included ideas to better use data, a tool to improve CSI, and a digital register to capture attendance at events and training. Of the concepts submitted in this year's campaign, 16 were shortlisted to potentially be developed further.



Innovation survey

The results of our annual employee innovation survey (reported below) continue to show positive trends. The survey acts as a gauge to determine whether our innovation programmes are successfully fostering a culture of innovation.

Employee awareness

76%

of employees know what the m^x platform is.

New question

Innovation strategy

84%

think that we have increased our focus on innovation in the last year.

New question

89%

regard Motus as increasingly innovative.

2023: 81%

Focused

85%

agree that focus is placed on the generation of business opportunities and appropriate strategies, rather than random ideas.

2023: 78%

Culture

81%

think that the Motus culture supports innovation.

2023: 75%

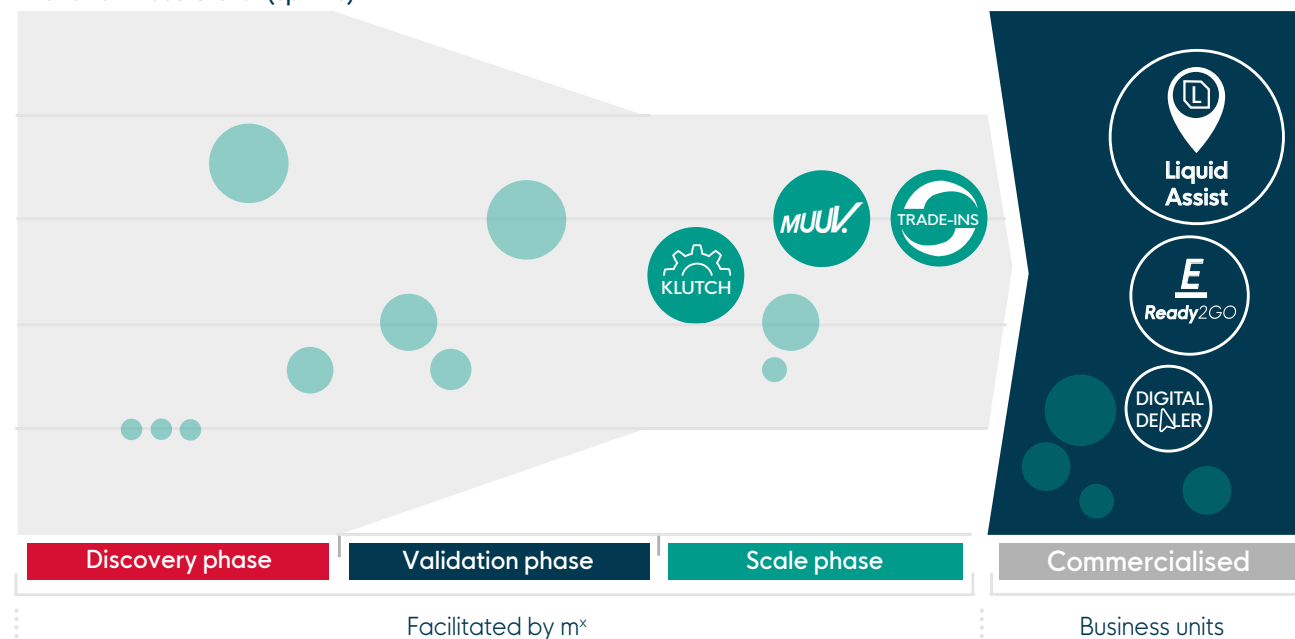
The survey also collected feedback on how we can make our innovation strategy clearer and better, what employees think are the biggest disruptors in our industry, and what we can do to improve our culture of innovation.

Innovation portfolio

Innovation accelerator

We have a pipeline of innovative products and services at different stages of development and market readiness. The Innovation Accelerator (shown below) takes ideas from concept to commercialisation. It builds valuable intellectual property, identifies customers' emerging wants and needs, and predicts the future of the market.

Innovation Accelerator (sprints)



Since the Innovation Accelerator's launch

52
concepts have
been through the
process...

...30
concepts have
since been retired...

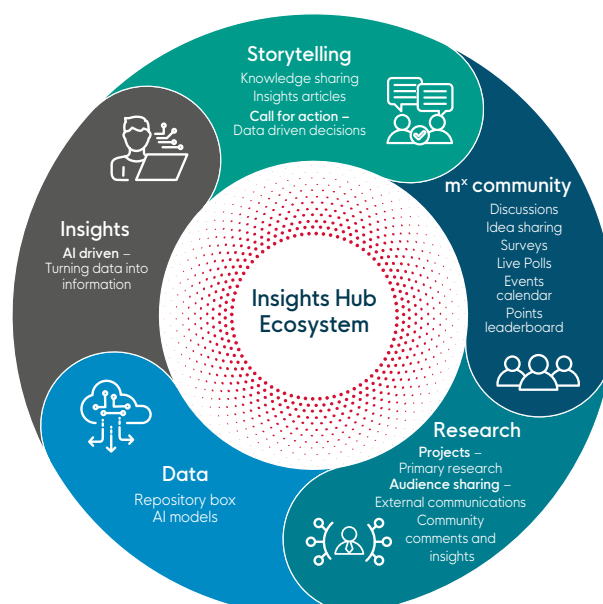
...15
are still in the
process and...

...7
have been
commercialised.

For each new innovation project, we consider its sustainability and intended outcomes prior to implementation, as well as the internal practices and policies needed to ensure effective decision-making and legal compliance.

Insights hub ecosystem

Our Insights Hub supports two key elements of our innovation process: research and learning. We leverage our innovation community to conduct valuable research. Further, failure is viewed as a valuable learning opportunity rather than a setback. Concepts that fail to deliver value are stored in our knowledge repository as reminders of what did not work or to inspire future innovation concepts that are better suited to business conditions that may arise in the future.



Drive innovation to remain relevant and competitive (continued)

Data assets and digital capabilities

Our innovation and digitisation strategy includes the optimisation of our digital capabilities and capitalising on our rich data assets – gathered from a vast store of vehicle-related data and customer interactions across multiple touchpoints. Our capacity to extract well-informed insights from this data provides a view of the mobility needs of South African motorists, who are keeping their vehicles for longer periods. From this, we can find ways to deliver personalised customer experiences and develop new data-driven and well-priced products and services that satisfy unmet customer needs, and address the ownership risks associated with extended vehicle lifecycles. The reliability of our data, the conclusions we can draw from it, and our decision-making capabilities provide the opportunity to set us apart from our competitors.

An eight-week telemetry exploratory data analysis project was held during the year to enhance our visibility of new technologies and specialised data analytics skills, and understand how best to leverage telematics data to unlock opportunities.

To stay competitive and succeed, we must harness the power of emerging digital technologies such as AI. We are collaborating with machine learning specialists and conducting data-driven experiments that enhance sales conversion, foster continuous improvement, and deepen our understanding of our customers' evolving mobility needs. The three projects depicted in the scale phase of the Innovation Accelerator use AI or machine learning algorithms.

2024 performance | Group

Our three categories of innovation include efficiency innovations (doing more with less), sustaining innovations (staying ahead of the game by doing things better), and transformative innovations (solving problems for new market segments). In 2024, we placed greater focus on monetising our innovations and making them profitable.

We also have two innovations in a separate category that support social objectives: patching potholes (📍 see page 112) and support for survivors of gender-based violence (📍 see page 124).

	2024	2023
New projects		
Projects started	8	8
Innovation Accelerator		
Discovery phase	5	5
Validation phase	3	6
Scale phase	7	2
Total	15	13

	2024	2023
Efficiency innovations	3	1
Sustaining innovations	8	7
Transformative innovations	2	3
ESG-related innovations	2	2
Total	15	13

Through our innovation strategy, Digital Dealer, LiquidAssist, Ready2GO and our two social innovation projects have been brought to market for commercialisation.

In the scale phase of the Innovation Accelerator is:

- **Klutch** our simplified parts ordering process for the under-served informal aftermarket parts sector (📍 see page 118).
- **MuuV** – a vehicle recommendation tool, which leverages AI-supported preferences and extensive vehicle buying data to quickly match and shortlist 10 vehicles tailored to a customer's needs.
- The **Trade-Ins** app, which provides customers with a guaranteed price for their existing vehicles, without leaving the comfort of their home or office.



Digital Dealer

Digital Dealer is a cutting-edge platform that offers a seamless and fully digitised finance application process available to our dealerships and call centres, and is embedded in various Group websites like motusselect.co.za. Not only does the platform create a superior customer onboarding experience, but it also boosts efficiency for our dealer sales and F&I operations. It fully integrates with all suppliers and systems across the vehicle buying journey, allowing for auto-filled forms and digitised Know Your Customer (KYC) procedures. Digital Dealer has reduced paperwork and processing time from hours to seconds. This advancement benefits our customers and lowers compliance and credit risks. A number of improvements and additional functionality are planned for the platform as we gain deeper insights into our customers' preferences.



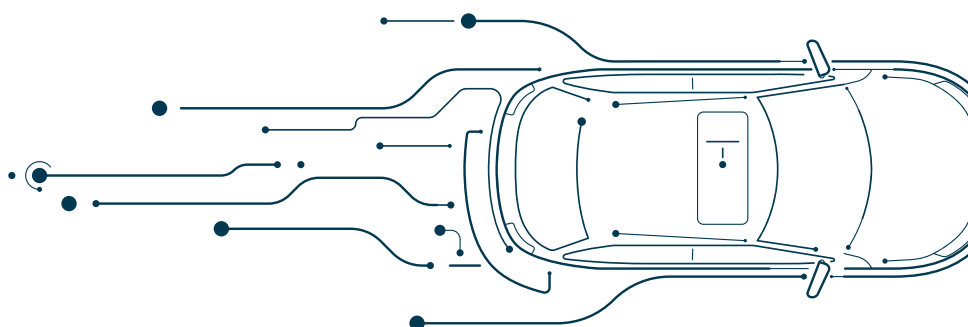
LiquidAssist

LiquidAssist is a mobile app that offers rapid roadside assistance, quickly getting help to users who have run out of fuel, need a tyre changed or require towing (📄 see page 110).



Ready2GO

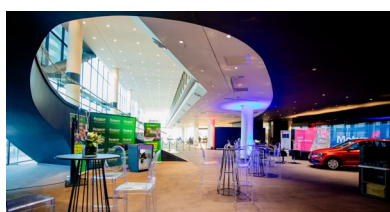
Developed by Europcar, Ready2GO provides customers with a self-service portal to book and pay for a vehicle rental online, supporting an express checkout service that offers unbeatable, hassle-free customer convenience and enhances our operational efficiency. By eliminating queues and paperwork, Ready2GO speeds up the process of collecting a rental vehicle. Creating an account is a one-time procedure that simplifies future rentals. At our Ready2GO counter, customers only need to provide their driver's licence for identification, enabling us to get customers on the road quickly. Phase 2 enhancements of Ready2GO are in the pipeline.



Mobility for Good

Capital Markets Day

In June 2024, we hosted the Capital Markets Day, bringing together investors, analysts and journalists to deliver an in-depth view of our business, strategy and commitment to innovation. A key part of the event was to showcase how we leverage innovation to create new revenue streams in a competitive vehicle marketplace. Highlights video.



Keynote events

m* hosted a number of keynote events with industry experts and global thought leaders during the year. Knowledge was shared on topics such as bravery and problem-solving with Loop founder Kimberley Taylor; harnessing AI as an intelligent assistant with futurist Graeme Codrington; how to master the stages from basic data to transformative knowledge with Mike Stopforth, CEO of Beyond Binary; the cultivation of resilience and agility to enable employees to actively contribute to innovation with neurologist and applied behavioural neuroscience expert Dr Etienne van der Walt; and the rise, the fall, and the rise again of an entrepreneur with Rael Levitt.

Vehicle Rental integrated fuel solution

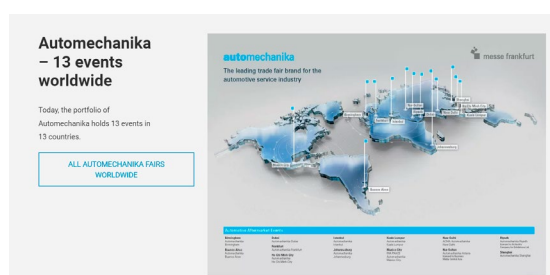
SA Vehicle Rental undertakes around 47 000 fuel transactions a month, previously using a manual reconciliation process that was cumbersome, slow and high risk. Coming out of the Doing Things Differently campaign, a single prepaid account was developed that can handle secure transactions through a real-time national online portal. e-Vouchers provide a number of benefits, including increased efficiencies and controls, rebate opportunities, staff cost reduction and a reduced risk of theft. Our partner on this project is a Level 1 B-BBEE business.

Digital customer engagement

In Australia, Ford has implemented online booking in their vehicle service process at five sites. This digital process supports communication with customers on cost and the status of their vehicle services, including photographs and video where required. Using this digital process, customers can approve additional repairs and make online payments.

Recognition

Aftermarket Parts won an innovation award at the Automechanika Innovation Awards, hosted annually in 13 countries as part of Automechanika's trade fair event. The award was for the enhancement of the business segment's demand planning tool with enriched data from our data warehouse and integration technology. This has improved the forecasting and replenishment planning for various regional warehouses.



Protect the health and safety of people



Why this is material

The health and safety of people is a key priority for Motus. Demonstrating care and ensuring that there are no threats to the wellbeing of our employees, who spend a large portion of their lives in our workplaces, supports their performance and productivity, positively contributes to employee morale, and reduces absenteeism and the associated costs.

This key priority extends to our customers and the broader public – our high-quality products help our customers maintain safe vehicles, and we ensure that our rental vehicles are in optimal condition to support the safe passage of drivers and passengers. Safer roads for everyone falls within the ambit of our purpose – Mobility for Good. Our road safety initiatives provide support on busy roads during peak holiday periods, and reach the next generation of drivers and road users – our future customers – providing education on responsible and safe road usage and behaviours.

In this section

Healthy and safe work environments	107
Product safety	109
Road safety	111

Key performance indicators (year on year)

Average OHS audit score (Group)

▲ 1%

95%


Road accidents (Group)*

▼ 60%

17


Workplace accidents (Group)*

▼ 2%

294


Fatalities (Group)*

▲ 25%

5


Compliance with OHS legislation (Group)

0

material incidents of non-compliance.



Target: 0 non-compliance

Key

Pleased with performance

Room for improvement

Behind where we want to be

OHS metrics cover employees and third parties

Protect the health and safety of people (continued)

Key initiatives

- ▶ Integration of the UK OHS system with the new Group sustainability management system.
- ▶ Project Corroboree – an OHS initiative (Australia).
- ▶ Road Safety – Powered by Motus.

Highlights

- The new sustainability management system is delivering enhanced health and safety processes and information.
- Launched FAI PRO in the UK, our in-house, high-quality parts and accessory private label brand.
- Renault launched its road safety initiative – Human First Programme.
- Piloted an initiative to repair potholes in SA.

Lowlights and challenges

- Reported three third-party road fatalities.
- Consistent application of safety measures across regions with differing OHS regulations.
- Monitoring the compliance of third-party on-site contractors to our OHS standards.
- Managing customer expectations and concerns when an Importer OEM brand recalls a vehicle.

Objectives

Ensure optimal management of OHS, and that our products and services do not pose a risk to the health and safety of people and communities.

Specifically:

- Continue to embed improved health and safety reporting practices in SA and Australia using the new Group sustainability management system.
- Work with business segments and regions to align OHS practices, incorporating applicable insurance and claims management processes, where required.
- Leverage insights from our insurance data to inform our road safety programmes.

Context

Each year, an estimated 2,8 million workers die from occupational accidents and work-related diseases, and an additional 374 million workers suffer from non-fatal occupational accidents¹. The economic burden of occupational-related injury and death is nearly 4% of global GDP annually¹, impacting health systems, businesses and households. These statistics highlight the importance of maintaining rigorous safety standards in the workplace to protect worker health and wellbeing.

Our most prevalent safety risks are in the mechanical workshops where our employees work with machinery and in pits under vehicles. Hazards include working at height, and with chemicals and equipment. In our parts workshops and warehouses, the stacking of inventory (sometimes with high-reach cherry pickers); working with parts, equipment and tools; and the carrying of items such as batteries, are key safety risks. Road accidents are the main cause of our workplace fatalities and injuries, where in many instances the risk is beyond our control.

Intensifying pressure on consumers' disposable income means that people are keeping their vehicles for longer periods before replacing them. Older vehicles, that are not properly maintained, increase the risk of accidents. The RTMC's² National Road Safety Strategy for 2016 to 2030 reports that 14% of road crashes in SA can be attributed to mechanical failure. In its 2022 State of Road Safety Report, the RTMC finds that 4,2% of road fatalities for the year were linked to vehicles.

SA recorded 12 436 road fatalities in calendar year 2022 with 43% being pedestrians³. Children up to and including 14 years of age accounted for 10,2% of the fatalities³. Human factors are the major contributors to road fatalities – speeding, reckless driving, driving under the influence and distracted driving (often due to mobile phone use). December consistently records the highest number of road accident deaths⁴. Effective measures and stakeholder collaboration are needed to reduce the number of accidents in SA and save lives.

¹ WHO/ILO Joint Estimate of the Work-related Burden of Disease and Injury.

² Road Traffic Management Corporation.

³ Research Report Template (rtmc.co.za).

⁴ Road transport accident deaths on the increase in SA (Statistics South Africa (statssa.gov.za)).

 Our approach to social impact management.

 Employee wellbeing: page 91.

Healthy and safe work environments

We invest in the continual improvement of our safety frameworks and workplace-specific programmes that aim to reduce inherent risk, especially in our higher risk environments. We also invest in initiatives to embed best safety practices, and improve safety awareness and behaviours among employees.

As reported last year, we had intended to introduce driver training for our dealership employees; however, we put this project on hold following discussions with the business segments. Instead, we fitted company vehicles with tracking systems, which have contributed to fewer accidents.

Following concerns around security breaches at our dealerships in SA, a new standard operating procedure relating to site admittance, and the monitoring and reporting of authorised people on-site, was introduced for all Motus premises. The procedure applies to employees, and where appropriate, all visitors and contractors. Contravention of the procedure results in disciplinary action and/or refusal of entry onto our premises.

For larger operations, we reviewed our third-party providers of security to ensure they meet our health and safety standards and expectations.

Health and safety compliance

All business sites in SA and the Rest of Africa are required to maintain gold status as a minimum OHS rating, which equates to achieving compliance of 85% or above with their customised OHS checklist. In the UK, business sites are required to achieve a minimum OHS target of 92% measured across 17 key OHS areas. In Australia, sites are rated as either

compliant or non-compliant. In Asia, where we have 72 employees, health and safety is a priority but not a material risk, as such this is not currently included in our reporting; however, a high level assessment has been completed.

OHS compliance audits are either self-assessments or conducted by external service providers.

Non-compliance for the year mostly related to inadequate documentation and other administrative matters as a result of safety officer attrition. The majority of the issues identified were rectified by year end. Based on these audits and self-assessments, we are satisfied that our health and safety culture and OHS standards are appropriate and robust.

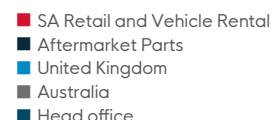
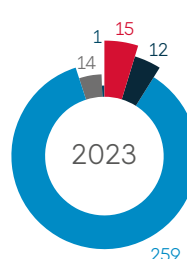
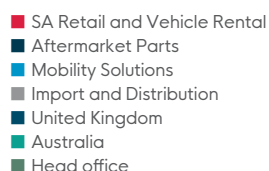
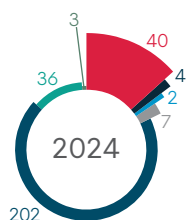
We launched Project Corroboree in Australia during the year to enhance health and safety awareness and culture in our dealerships, and eliminate recurring audit findings. As part of the project, regular meetings are held between dealer principals to share improvement ideas and projects.

UK process evolution

During the COVID pandemic, we were forced to change our approach to health and safety audits and inspections in the UK, opting for a desktop process which proved very successful. Today, instead of the annual pre-planned on-site health and safety audits and inspections of the past, we use a combination of two questionnaires – an administrative desktop audit of compliance and practical implementation factors, and an on-site inspection by the Health and Safety Auditor. Any location that fails our pass rate of 92% compliance is re-audited within three months. A repeat failure will result in a full on-site audit.

2024 performance | Group

Workplace accidents (number)



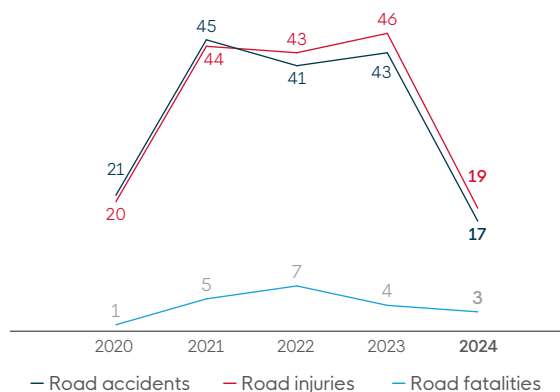
Workplace accidents decreased from 301 in 2023 to 294, and 539 workplace incidents were reported; up 6% from 509 in 2023.

Stringent regulatory reporting requirements in the UK mean that this operation reports a higher number of workplace injuries. The majority of injuries reported were slips, trips and falls at 39% (2023: 29%; 2022: 18%) and operator error at 14% (2023: 14%; 2022: 17%). Of the accidents in the UK, eight (2023: 11; 2022: 11) were reportable with most root causes being employee error. Training on standard operating procedures is ongoing, with emphasis in 2024 being on the safe handling of batteries when servicing NEVs.

Note 1: an incident is an unsafe occurrence where damage to property is incurred but there were no fatal or occupational injuries. An accident is when a fatality or an occupational injury to either employees or third parties has occurred.
Note 2: our health and safety metrics include FAI in the UK but not MPD.

Protect the health and safety of people (continued)

Road accidents (number)



Regrettably, three road fatalities were reported in 2024 – two in Botswana and one in SA – resulting from two separate road accidents. All three were third-party fatalities, two being passengers and one a pedestrian. All incidents were beyond the control of our drivers.

Two fatalities from natural causes occurred in the workplace, one being an employee and the other a service provider. Counselling and support were provided to on-site employees.

Accidents per million kilometres decreased from 0,224 in 2023 to 0,069. Of the 17 road accidents, 16 occurred in SA (2023: 34; 2022: 28) and one in the UK (2023: 9; 2022: 13). Road incidents decreased 0,6% to 780 (2023: 785; 2022: 616).

OHS audits

Motus

Number of sites audited for OHS compliance

586

2023: 581

2022: 547

OHS audit coverage

91%

of all Group sites.

2023: 93%

2022: 92%

Average OHS audit score

95%

2023: 94%

2022: 93%

South Africa



OHS audit coverage

92%

of 486 sites.

Average OHS audit score

95%

Gold status

98%

achieved the minimum compliance score of 85% against their checklists.

2023: 95%

2022: 97%

2023: 93%

2022: 93%

2023: 99%

2022: 99%

United Kingdom



OHS audit coverage

87%¹

of 83 sites.

Average OHS audit score

95%

Gold status

100%

achieved the target score of 92% compliance.

2023: 74%

2022: 63%

2023: 95%

2022: 94%

2023: 90%

2022: 98%

Australia



OHS audit coverage

88%

of 16 sites.

Compliant

100%

rated compliant with OHS checklist.

2023: 100%

2022: 94%

2023: 100%

2022: not reported

Rest of Africa



OHS audit coverage

100%

of five sites.

Average OHS audit score

95%

2023: 100%

2022: 100%

2023: 84%

2022: 93%

¹ Reflects the percentage of physical on-site audits. Administration audits (desk top) totalled 100% of UK sites.

Product safety

OEMs are responsible for the safety aspects of the vehicles they manufacture. We assist OEMs when they recall a vehicle model, and aim to reach every customer impacted to notify them of the recall and the required parts replacement. Our sales personnel are trained on the active and passive safety features of vehicle models, so that they can share this knowledge with customers, and explain to customers the maintenance requirements of their vehicles and how to ensure that manufacturer warranties remain valid. New vehicles undergo quality checks and pre-delivery inspections before handover to the customer.

Product safety is a key focus for Motus in the later stages of a vehicle's lifecycle – when it is serviced and maintained, sold as a pre-owned vehicle, supplied as a rental, and when it requires parts and accessories. In SA alone, we facilitate one in five of all pre-owned vehicle sales for vehicles under six years old, hold an estimated 25% share of the vehicle rental market, and have an aftermarket parts portfolio of approximately 136 000 product derivatives¹, meaning that we have a substantive impact on customer, vehicle and road safety.

¹ Refers to the number of unique parts in our inventory and available for sale.

1

Servicing and maintenance

Our contribution to customer and vehicle safety includes:

- **Service departments:** stringent quality and safety controls, policies, systems and training programmes ensure that our service departments deliver high-quality workmanship that meets OEM standards.
- **Service campaigns:** our service campaigns communicate the importance of regular maintenance and servicing of vehicles, and the use of good quality parts, to ensure the continued safety and optimal performance of vehicles.
- **Out-of-service warranty vehicles:** we run special offers which can include discounted prices on service kits or beneficial labour rates for out-of-service warranty vehicles. In addition, our nine Auto Pedigree Service Centres in SA compete as independent service providers, offering affordable, top quality vehicle service and maintenance, with either OEM parts or approved Motus aftermarket parts, for older vehicles.
- **Value added products and services (SA only):** our market-leading VAPS provide peace-of-mind mobility across the vehicle ownership cycle. Our service and maintenance plans, including balance of plans for certain pre-owned vehicles, assist customers to maintain safe vehicles. Our motor warranty products, developed together with preferred partners, assist policyholders to cover the costs when unexpected mechanical breakdown or electrical failures occur. We also provide products that cover common damages as well as tyre and rim damage. Our vast store of vehicle-related data allows us to price our insurance products competitively and profitably.
- **Vehicle modifications:** in the UK, we provide non-OEM affiliated tail-lifts, vehicle conversions and 'body building' modifications, which are classified as fundamental modifications. These vehicles undergo stringent external inspection as part of the licensing process.



2

Pre-owned vehicles

Our quality pre-owned vehicles are sourced from Motus' vehicle stock or known and reliable suppliers, and are less than six years old. All pre-owned vehicles have up-to-date service histories and/or are subject to our own quality assurance processes.



Protect the health and safety of people (continued)

3

SA Vehicle Rental

All rental vehicles are maintained in line with OEM specifications, and undergo a 26-point check, applying the SAVRALA¹ standards, before every hire. To reduce accident costs, and at the same time contribute to road safety, SA Vehicle Rental uses telematics to monitor driving speed. SMS notifications are sent to customers when they exceed the speed limit. The frequency of notifications is adapted regularly based on managing risk and the customer experience.

During the year, a vehicle quality inspection app was implemented, which keeps a digital record of a vehicle's condition before and after a rental, allowing us to quickly identify any maintenance issues. This new functionality has been well received and welcomed by our customers.

SA Vehicle Rental has decided not to pursue ISO9001 certification, as previously reported, and instead has opted for an internal OHS review process.

¹ SAVRALA (the Southern African Vehicle Rental and Leasing Association) is an independent industry body that sets acceptable industry norms for rental vehicles.



4

Aftermarket parts and accessories

Aftermarket Parts provides accessories and automotive parts for vehicles out of their warranty contracts. We offer premium genuine OEM products, private label products, and entry-level products that are fit-for-purpose for older vehicles. The quality of parts and accessories is assured before they are added to our product portfolio.

We leverage the buying power of our growing international footprint to source quality parts and accessories at lower prices, enabling more people to afford quality parts for their older vehicles. Priorities for the business segment are to expand its entry-level product offering to reach more price sensitive consumers, and implement Klutch, an online parts ordering and delivery service to access new markets in SA like informal workshop operators. This solution provides convenience for informal traders and technicians, and the broader public is able to affordably maintain the safety and reliability of their vehicles.

In 2024, we launched FAI PRO in the UK, our own in-house parts and accessory private label brand, targeting aftermarket workshops that prioritise quality. Once established, FAI PRO will be introduced in the South African market as an alternative to higher-priced OEM parts.



5

Roadside assistance

Our LiquidAssist app operates 24/7/365 providing access to a panel of accredited roadside assistance service providers in all major metropolitan hubs and provinces of SA. The app contacts the closest available service provider directly, reducing the callout time. Customers are able to track the location of the towing and recovery vehicle in real time. Over and above roadside assistance, LiquidAssist supports route planning, accident logging, home drive, home assist and emergency assistance such as jump start, key lockout, out-of-fuel, and tyre change.



2024 performance | Group

There were no material incidents of non-compliance with regulations and/or voluntary codes concerning the quality, health and/or safety impacts of our products and services. There have been no further developments on the class action lodged against Toyota SA for the conversion of panel vans into taxis. The class action mentions our dealerships; however, the broad nature of the case makes it uncertain what risk this poses for Motus.

There were no material OEM recalls during the year.

Road safety

We have identified road safety as an area where Motus can make a meaningful and positive impact in SA. The Road Safety – Powered by Motus initiative and Patch Mzansi are our two key road safety CSI projects. As a sponsor of the K53 Learners' and Drivers' Manual, we also contribute towards helping young people obtain their driver's licence, which in turn, empowers them to take advantage of more opportunities to improve their lives.

Road safety – powered by Motus

Road Safety – Powered by Motus comprises three initiatives that drive road safety education and awareness among school children, teachers, parents and holidaymakers in SA. The **Safe Scholars Programme** provides life-saving road safety education for primary school children and their teachers, and supplies reflective sashes for scholar patrol guards. In the **Highway Patrol Programme**, we provide patrol vehicles for 24-hour visible policing, and faster response times to crashes and breakdowns along the N1/N4 toll route during peak holiday seasons. We also support **Wheel Well**, providing drop-off points at Renault dealerships for donated infant car seats for the NPO to refurbish before giving them to parents in need.

Road Safety – Powered by Motus

Partnership: the Safe Scholars Programme is a partnership with the Department of Basic Education, the Department of Transport and leading road safety advocates.

Supported since: 2011.

Investment

R1,7 million

invested during the year.

2023: R1,3 million

2022: R1,5 million



Impact

>2,4 million learners

reached in over 2 900 schools since 2011. In 2024, school visits averaged 22 a month (2023: averaged 23).

2023: >2,25 million learners; >2 600 schools

2022: >1,96 million learners; >2 300 schools

Highway Patrol Programme

12 patrol vehicles

sponsored during the December and Easter periods (six in each period).

2023: 12 patrol vehicles

2022: 12 patrol vehicles



Key activities for 2024

Achieved the **2,5 million** learner milestone during the 2024 calendar year.

51 infant car seats collected for Wheel Well (2023: 21).

As part of its newly established Human First Programme, **Renault** became the new vehicle road safety partner to Bakwena¹ on the N1/N4 toll route. Over the December 2023 and Easter 2024 holiday periods, **Renault** provided a total of **12 vehicles**, comprising Clio and Captur models (all with five-star Euro NCAP² safety status) to Bakwena, the RTMC and Sanral, covering the N3, N1 and N4 highway routes within Gauteng, Limpopo and North West provinces.

¹ Bakwena Platinum Corridor Concessionaire (Pty) Ltd.

² The European New Car Assessment Programme.

Protect the health and safety of people (continued)

Patch Mzansi

Potholes endanger road users, damage vehicles and compromise accessibility to schools, neighbourhoods, healthcare facilities and places of employment. Developed through the m^x platform and our innovation programme, Patch Mzansi aims to repair potholes in partnership with SMMEs, creating micro-jobs for unemployed and unskilled people. The initiative provides community members with meaningful work that improves road condition and boosts road safety, particularly around schools.

The project, in pilot phase, uses a working model that includes government, communities and NGOs. Currently working with one SMME, the repair team has been trained on how to fix potholes, and is measured against cost and number of fixes a month. Pleasingly, initial results have shown that the project could yield a lower direct pothole repair cost than initially budgeted as well as a higher number of pothole fixes than expected in a month. The repair team operates autonomously; however, a supervisor intermittently inspects the quality of repairs to ensure they meet the correct standard.

Together with the University of Stellenbosch, Motus and Standard Bank, we established a working prototype that uses photographs to identify the location of potholes and the estimated volume of materials required to repair them. This would allow the project to be scaled up without the need for direct supervision. Going forward, we will test the feasibility of partnering with other organisations to increase funding.



Impact in 2024

The initiative spent
4 240
hours....

...drove
31 399
kilometres...

...and used
165,3
tonnes
of asphalt...

...to fill
4 755
potholes
in Ekurhuleni
(Gauteng).

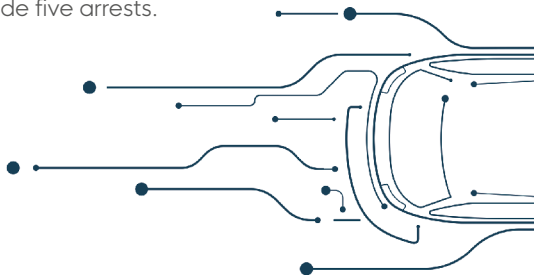
Mobility for Good

SA Auto Week

In October, naamsa¹ hosted the 2023 SA Auto Week – the automotive industry’s premium thought leadership conference that brings the full vehicle value chain together to discuss important topics. Motus’ Group Information Officer, who is also the Chair of NADA², moderated a roundtable discussion on the implementation of AARTO³ and what the automotive industry should do to progressively support road safety.

Highway Patrol Programme

In January 2024, Bakwena announced a 50% decrease in fatalities along the N1/N4 toll route during December (five fatalities compared to 10 in December 2022). During this period, Renault’s six vehicles collectively travelled 28 100 kilometres on the route, participated in 30 roadblocks, assisted at 68 crashes, helped 70 stranded motorists, stopped and inspected 7 528 vehicles, issued 2 453 fines and made five arrests.



K53 Learners’ and Drivers’ Manual

We have signed a two-year agreement to sponsor the K53 Learner’s and Driver’s Manual, which helps young South Africans to obtain their driver’s licence. Available in retail stores, the magazine is also distributed to select secondary schools identified through the DP World and Motus Community Trust.



Heels on Wheels

In February 2024, Hyundai hosted Heels on Wheels, allowing women to learn more about various automotive topics, including how to drive economically, check a vehicle’s oil, coolant and brake fluid, jumpstart a vehicle, and understand how an airbag deploys. Participants also enjoyed a collaborative team building session during which they changed tyres.



Safe Scholar Programme

Bongie, Buckle-up Buddy, the Motus Road Safety mascot together with actors/actresses, introduces primary school learners to the 10 basic rules of road safety (as defined by the Department of Basic Education) using fun-filled industrial theatre. Learners are introduced to simple road rules and taught the programme’s road safety song, making it easier for them to remember the rules. Officials from the Department of Transport and the Department of Basic Education often participate in these events.



Bongie, Buckle-up Buddy

¹ naamsa | The Automotive Business Council.

² National Automobile Dealers Association.

³ Administrative Adjudication of Road Traffic Offences.

Contribute to improving economic and social inclusion



Why this is material

Leading with purpose, Motus promotes physical and social mobility, and strong stakeholder relationships, to make a positive difference in the lives of our customers and employees, and to society. Our socio-economic initiatives are designed to support the transformation of SA's automotive industry and maintain our competitive B-BBEE rating. In the UK and Australia, countries that do not face the same social challenges that SA does, our community initiatives support local charities and community wellbeing initiatives. Our socio-economic initiatives secure our relevance in society as a business that makes a long-lasting positive contribution to the economies and communities in which it operates.

In this section

Automotive industry contribution to socio-economic development ¹	116
Transformation strategy ¹	117
Inclusive procurement ¹	118
Community upliftment	120

¹ Reported for SA only.

Key performance indicators (year on year)

Employment (Group)

▲ 2%

20 156 employees

with 68% employed in SA.

B-BBEE score (SA)

▲ 4%

88,33

(Level 3).

Target: Level 3

Preferential procurement spend with >51% black-owned businesses (SA)

▲ 46%

R6,7 billion

Target: R5,5 billion

Enterprise and supplier development spend (SA)

▼ 19%

R96 million

Corporate social investment* (Group)

▼ 7%

R24,7 million

Key

✓ Pleased with performance

✗ Behind where we want to be

▲ Room for improvement

* Linked to remuneration

^ B-BBEE scorecard targets met

Key initiatives

- ▶ Ownership structure.
- ▶ DP World and Motus Community Trust¹.
- ▶ Unjani Clinics network.

Highlights

- Maintained a Level 3 B-BBEE rating for 2024.
- Motus won the Most Improved B-BBEE Compliant Importer of the Year award at the annual naamsa Accelerator Awards.
- Maintained support for our flagship CSI projects despite a financially constrained operating environment.
- Partnered with Danone to deliver a resource centre made from recycled plastic yoghurt tubs.
- Progressed the collaborative initiative to combat gender-based violence (GBV).

Lowlights and challenges

- Balancing supply chain localisation against franchise and OEM agreements.
- Providing the right support to help small suppliers remain sustainable and meet our product specifications and accreditation requirements.
- The increasing need for immediate social assistance against investing to establish sustainable and far-reaching positive social impact.
- Balancing our need for scarce skills with the need to provide employment opportunities for skilled and semi-skilled workers.

Objectives

Continue to find opportunities to support socio-economic development, and uplift marginalised communities and those in need.

Specifically:

- Investigate options to maintain our B-BBEE ownership level post-2025.
- Expand the reach of our CSI programmes through partnerships to achieve maximum impact.
- Review our social programmes to assess the effectiveness of our CSI against project impact.

Context

The SARB and IMF anticipate a muted GDP growth rate of 1,2%² and 0,9%³ respectively for 2024*. Meaningful economic rebound is not expected in the short term given weak business confidence, and uncertainty around the policies that will be adopted by the recently convened Government of National Unity. Impediments to growth include ongoing high inflation and interest rates, a persistently weak and volatile currency, rising unemployment and poverty levels, insufficient infrastructural investment, slow real wage increases, and high electricity, fuel and food costs, among other factors.

SA's official unemployment rate was 32,9%⁴ in the first quarter of 2024*, fuelled by a reducing demand for unskilled labour, a mismatch between the skills required by organisations and the skills possessed by workers, slow economic growth, and poor educational outcomes that do not equip young people with commercially viable skills. SA's education system faces several challenges, with many schools suffering from poor infrastructure, overcrowded classrooms, and inadequate resources – often more pronounced in poorer communities⁵. Unsurprisingly, this leads to many scholars failing to achieve expected levels of proficiency. While a significant portion of government's budget is allocated to education, this is below the OECD average in terms of scholar spending⁶.

SA's healthcare system is also marked by inequality, with about 84% of South Africans depending on the underfunded and overburdened public healthcare system⁷, that is characterised by poor infrastructure and staff shortages. SA faces a 'quadruple burden of disease', including HIV/Aids, tuberculosis, non-communicable diseases, and violence-related injuries. GBV is severe and pervasive in SA, with a woman murdered every three hours, and one in every four women experiencing intimate partner violence in their lifetimes⁸. Legal reform, better support for survivors, and psychological and social services are required to tackle this scourge.

¹ Formerly the Imperial and Motus Community Trust (the renaming of the Trust is in the approval process with the Master of the High Court).

² Statement of the Monetary Policy Committee May 2024 (resbank.co.za).

³ South Africa and the IMF.

⁴ Key Findings | Statistics South Africa (statssa.gov.za).

⁵ South Africa: Broken and unequal: The state of education in South Africa - Amnesty International.

⁶ Education GPS - South Africa - Overview of the education system (EAG 2023) (oecd.org).

⁷ Healthcare in South Africa | What You Need to Know in 2024 (wisemove.co.za).

⁸ ad494-south_africans_see_gender-based_violence_on_the_rise-afrobarometer_dispatch-4dec21.pdf.

* Calendar year.



Our approach to social impact management.

Contribute to improving economic and social inclusion (continued)

Automotive industry contribution to socio-economic development

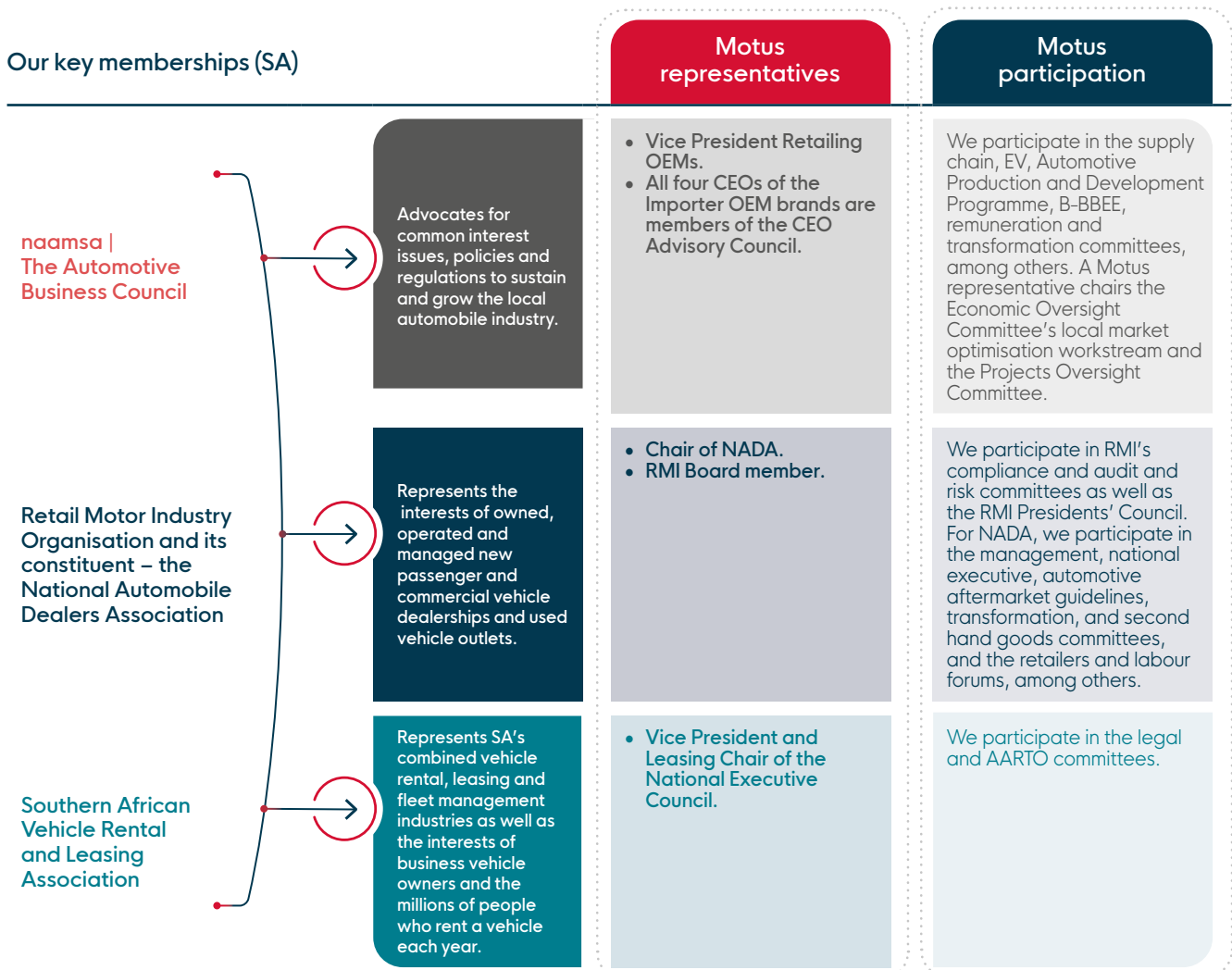
The South African automotive industry contributes around 5,3% to GDP with 2,1% attributed to the retail segment and the balance to manufacturing¹. The industry plays an instrumental role in supporting the country's longer-term economic sustainability – creating jobs, facilitating trade, and moving people and goods in an environment where alternative forms of transport are scarce and/or under pressure. The industry also invests billions of Rands every year in the economy.

In addition, the industry plays a role in enhancing social prosperity and reducing inequality – mobility provides individuals with greater access to job opportunities and services such as education and healthcare, and supports their ability to operate more successful businesses. A key opportunity for Motus is to drive our innovation culture (see page 98) to stimulate out-of-the-box thinking that solves mobility problems faced by South Africans, making mobility more affordable and reducing dependency on public transport.

Our memberships in business forums and industry associations allow us to contribute to the shaping of our regulatory environment, promote the sector's interests, and ensure a competitive yet collaborative industry. We participate in a number of business forums such as Business Unity South Africa, Business Leadership South Africa, the Banking Association South Africa, National Business Initiative, and Arrive Alive South Africa, among many others.

It is important to Motus that our leaders share their insights and knowledge with the wider vehicle industry. In the past year, we participated at NADA's Connect 2024 Dealer Conference, discussing adaptability, how to earn trust across an omni-channel capability, the coming age of NEVs, cybersecurity for vehicle dealerships, and how AI is expected to impact the motor industry. At the AutoTrader Dealer Convention, we participated in a discussion about the challenges arising from illegal vehicle imports into SA, which include hindering job creation, aiding criminality and undermining road safety.

Our key memberships (SA)



¹ naamsa | The Automotive Business Council | Press releases (June 2024).

Transformation strategy

Black ownership is a key consideration for organisations in SA when making purchasing decisions. Buying from a supplier that is at least 30% black women-owned or 51% black-owned improves an organisation's preferential procurement score, contributing to its own B-BBEE rating. Our B-BBEE ownership comprises Ukhamba Holdings, an investment holding company, and working models for black-owned and managed businesses such as majority black-owned dealerships and non-OEM branded workshops. The majority of our black ownership score is derived from Ukhamba, from which Motus shares will be distributed to black shareholders in 2025. Dividends paid to Ukhamba in the reporting year totalled R124 million (2023: R135 million; 2022: R93 million), benefitting over 6 270 (2023: >6 300; 2022: >6 400) black shareholders.

To maintain our level of black ownership, we have begun discussions with an empowerment NGO that provides beneficiaries with the opportunity to share in economic benefits. The NGO benefits organisations involved with education, healthcare and road safety, including the development of skills to support the advancement of these three socio-economic categories, as well as childhood development.

During the year, we assessed our skills development programmes and researched options to enhance our skills development performance on the B-BBEE scorecard. The decision to again participate in the YES4Youth Programme (see page 74), to expand the Ann Harding initiative (see page 77) and the onboarding of 39 learners with disabilities are key outcomes of this process.

2024 performance | South Africa

B-BBEE rating

Level 3 B-BBEE rating

valid to 30 September 2025.

88,33

out of 120 points.

2023: 85,19

2022: 81,89

Black-owned dealerships

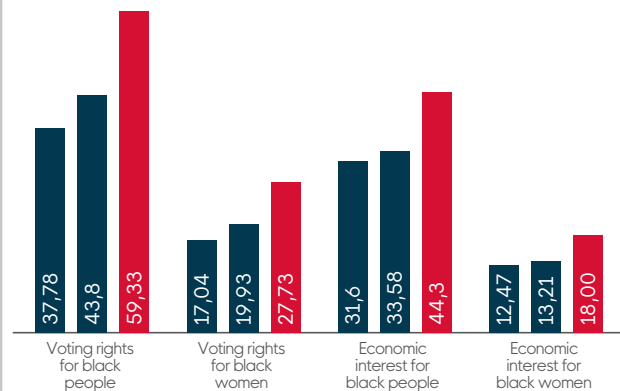
26%

of Hyundai, Kia, Renault and Mitsubishi dealerships are black owned (50 out of 194 dealerships).

2023: 26% (52 out of 203 dealerships)

2022: 22% (42 out of 191 dealerships)

Black ownership (points)



Note: each category measured across three years from 2022 to 2024 (left to right).

On the 2024 B-BBEE scorecard we achieved 24,34 out of an available 25 points in the ownership pillar.

 B-BBEE certificate.

Contribute to improving economic and social inclusion (continued)

Inclusive procurement

Our brands are supplied by multi-national organisations with access to global supply chains, and who are required to meet global safety, production and corporate identity standards. This makes the automotive industry capital intensive where cost efficiencies can only be realised through scaling and working across brands; a factor that constrains new entrants from competing in the market.

In addition, between 65% and 70% of the products we sell are sourced directly from OEMs, with whom we have stringent distribution and franchise agreements. This leaves around 30% of our procurement spend available for B-BBEE compliant suppliers or EMEs¹ and QSEs². We regularly review the supply chain to identify opportunities to increase the participation of EMEs and QSEs, which play a critical role in creating desperately needed jobs.

Informal traders and technicians

The Makhaya project aims to create a sustainable micro-network of second tier workshops in historically under-served areas and informal communities. Motus provides equipped non-OEM branded workshops, technical support and SME-linked business training, and Aftermarket Parts supplies the network with parts, and provides working capital and pricing support to the entrepreneurs. The businesses are monitored and given reasonable access to our value chain and customers. The project currently supports one workshop (2023: one; 2022: one) and five technicians (2023: 5; 2022: 6). An additional five potential workshop sites have been identified. All supported workshops will benefit from the Klutch app, which provides easy and convenient access to Aftermarket Parts' products.

Supplier and enterprise development

We provide training, mentoring and financial assistance to SMEs, particularly black-owned enterprises, to help them build sustainable businesses. Financial assistance varies from interest-free loans and operating on our premises rent and utility free, to the provision of funding to gain the capability

to meet brand-approved repairer standards. Our ESD beneficiaries are typically wash bays; food, cleaning and recycling service providers; and small panel beaters, scratch repairers, and spray painters. We also support a towing business, a skills training business and a logistics business, among others, as well as the two SMMEs that graduated from the Business Fit Programme undertaken in 2023. Our focus for the year was to ensure that the SMEs in our supply chain remained sustainable in the current economic environment.

Unjani Clinics

The Unjani Clinics NPC empowers black professional women nurses to operate, and ultimately own, primary healthcare facilities (clinics, mobile clinics and health pods) in their communities. The facilities provide affordable quality primary healthcare and medicines to lower-income communities; those who are uninsured and under-served but employed and able to pay a small fee towards their healthcare needs. Strict criteria guide the selection of nurses who must comply with a five-year enterprise development agreement, which also covers patient confidentiality, regulatory compliance, and responsible product use. Compliance is monitored through operational and financial audits.

We have made two funding tranches available to the Unjani Clinics network as interest-free enterprise development loans. The clinics in the network can apply for loans to extend consulting rooms, purchase equipment to enhance their service offering, relocate to more favourable sites and/or install solar PV solutions. At June 2024, a total of R6,5 million had been disbursed to clinics across both tranches with R3,1 million repaid.

¹ Exempt micro enterprises.

² Qualifying small enterprises.

Interest-free funding

R7 million

in interest-free funding made available – R2 million up to 2026 and R5 million up to 2027.

Clinics supported

35 clinics

received interest-free loans in 2024. The average value of the individual loans is R190 000.

2023: 22 clinics

2022: 12 clinics

Loans accessed

R2,3 million

was accessed in 2024 and is payable over time periods between nine to 46 months.

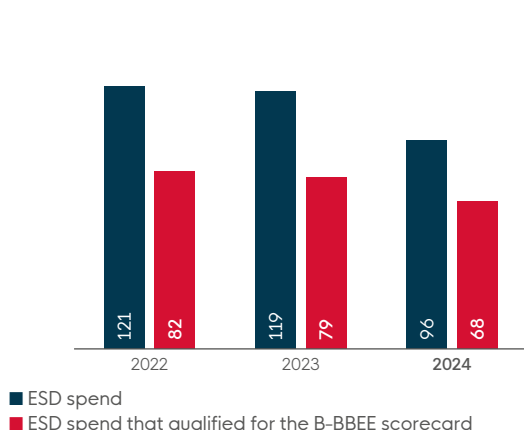
2023: R2,0 million

2022: R2,2 million

2024 performance | South Africa

Enterprise and supplier development spend (Rm)

Enterprise and supplier development spend (Rm)



Enterprise development spend totalled R34,1 million (2023: R38,6 million) and supplier development spend totalled R61,4 million (2023: R80,8 million).

Within our key areas of ESD support, we distributed R20 million (2023: R22 million; 2022: R26 million) to outsourced wash bay facilities, R2 million (2023: R2 million; 2022: R2 million) to canteen and food services, and R3 million (2023: R2 million; 2022: R1 million) to the transportation of vehicles. Early payments totalling R2 million were made to assist the cash flow of qualifying beneficiaries across all sectors (2023: R9 million; 2022: R6 million).

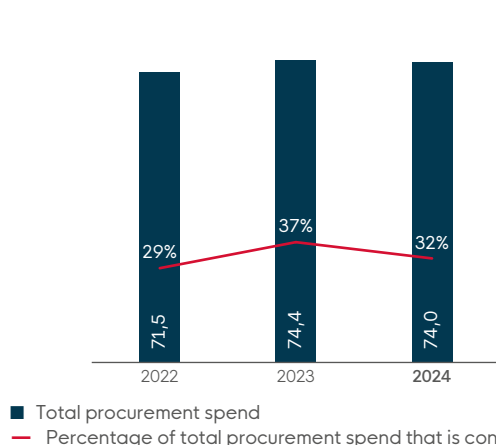
71% (R68 million) of our ESD spend qualified for the 2024 B-BBEE scorecard, equating to 4,7% of South African NPAT, exceeding the dtic Codes' target of 3% of NPAT. We achieved 15 out of 15 points for the ESD pillar (2023: 14,9).

2023: 3,0% of NPAT

2022: 3,0% of NPAT

Preferential procurement spend (Rbn and %)

Preferential procurement (Rbn)



For 2024, R24 billion (32%) of our total procurement spend was categorised as controllable¹ spend.

After the exclusion of imports from OEMs and intragroup spend, R45 billion of the R74 billion total procurement spend for the year, qualified for B-BBEE verification. Of this amount, R33 billion or 73% (2023: 76%; 2022: 65%) was with preferential suppliers, exceeding the target of 70%.

¹ Outside of our franchise and OEM procurement.

>51% black-owned suppliers

R6,7 billion

spend against a target of R5,5 billion.

2023: R4,6 billion

2022: R2,9 billion

30% black women-owned suppliers

R4,7 billion

spend against a target of R3,5 billion.

2023: R3,0 billion

2022: R1,8 billion

EME and QSE suppliers

R3,1 billion

spend against a target of R2,8 billion.

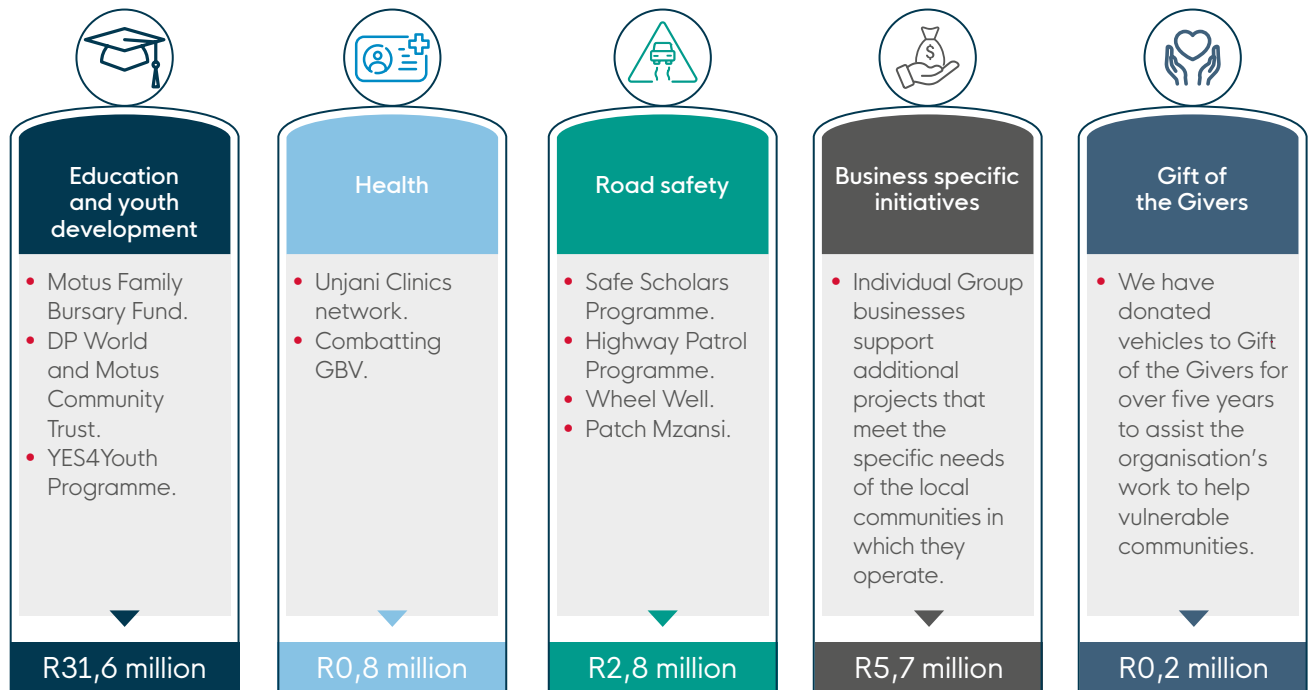
2023: R2,5 billion

2022: R2,1 billion

Contribute to improving economic and social inclusion (continued)

Community upliftment

The long-term nature of our flagship CSI projects enables us to build strong stakeholder relationships, working together to achieve predetermined objectives, deliverables and expectations. Approximately 70% of the Group's CSI spend is directed to our chosen pillars – education and youth development, health and road safety – ensuring that we make a meaningful, positive impact in these areas.



YES4Youth Programme: page 74.

Road safety: page 111.

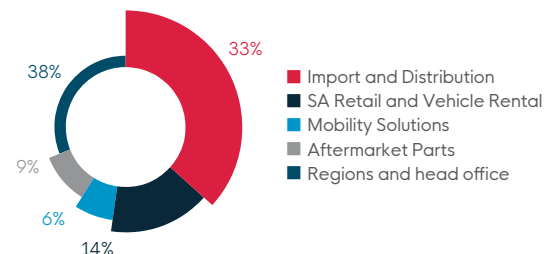
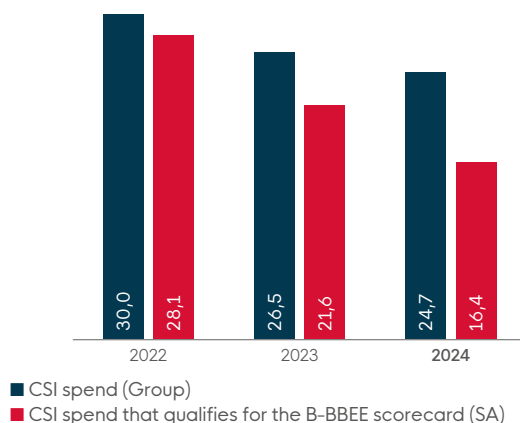
Patch Mzansi: page 112.

Note 1: the balance of programmes are discussed in this section.

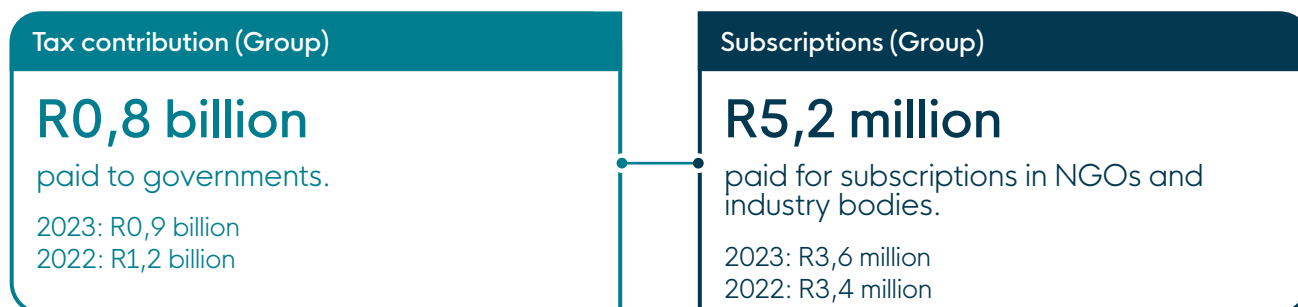
Note 2: the above spend does not equal our CSI for 2024 as some of the spend is not claimed as a CSI donation.

2024 performance | Group

Corporate social investment spend (Rm and %)



66% (R16,4 million) of our total CSI qualified for the 2024 B-BBEE scorecard, equating to 1% of South African NPAT, meeting the dtic Codes' target of 1% of NPAT (2023: 1,0%; 2022: 1,1%). We achieved all five points for the scorecard's socio-economic development pillar.



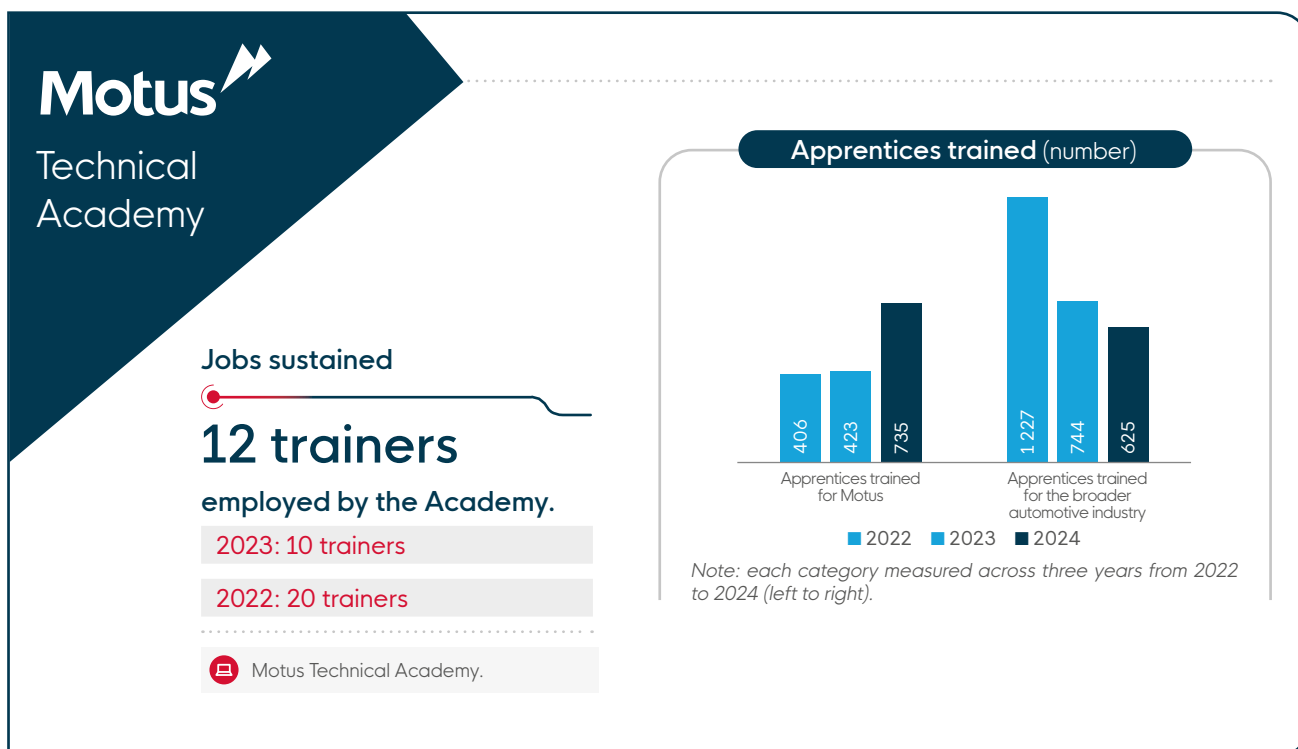
Education and youth development

Motus Technical Academy

The Motus Technical Academy¹ trains petrol, diesel and motorcycle technicians, and auto-electricians for Motus and the broader automotive industry in SA, using the latest training methods, materials and systems that align to innovative technologies. The Academy provides practical and theoretical training as well as on-the-job experience.

Key activities for the year include:

- 735 apprentices trained for Motus – 88% (2023: 70%; 2022: 86%) are black.
- Overall, 286 (2023: 188; 2022: 376) apprentices qualified, with 52% (2023: 63%; 2022: 62%) being from outside Motus. 46 (2023: 48; 2022: 83) of the apprentices who qualified were hired by Motus, and are part of our feeder pipeline for critical workshop positions.
- SA Retail partnered with the Academy and the Katlehong Engineering School of Specialisation in Gauteng to strengthen SA's technician pipeline.



¹ The largest training academy for motor artisans in SA. Programmes are accredited by the merSETA, the Quality Council for Trades and Occupations, and the National Artisan Moderation Body.

Contribute to improving economic and social inclusion (continued)

Motus Family Bursary Fund

The Motus Family Bursary Fund assists qualifying employees in SA with tertiary education funding for their children studying at select South African institutions from the second year of study onwards.

Investment

R1,6 million

disbursed through the fund.

2022 and 2023:
R1,9 million over two years

Beneficiaries

41 beneficiaries

supported in the 2024 calendar year – 61% women and 85% black students. Students receive a maximum of R45 000.

2023: 30 beneficiaries
2022: 27 beneficiaries

DP World and Motus Community Trust

The DP World and Motus Community Trust builds and maintains resource centres at under-resourced public schools in Gauteng, providing easy access to education materials, thousands of books and media as well as computers connected to the internet. We have committed to investing a minimum of R5,5 million in the Trust each year to 2025. Motus brands provide funding over and above this amount. Learners are assessed prior to the resource centre being introduced, and then every second year thereafter.

Assessments are conducted by the University of Pretoria. To date, assessments show that there has been a general deterioration in literacy and comprehension levels, mainly attributed to the knock-on impact of COVID on lessons, less time spent on literacy, and overcrowded classes.

In response to this outcome, the Trust has implemented the following interventions:

- An improved literacy assessment process.
- Selected 10 schools for additional support in the form of more librarians and new programmes, including an online reading programme. Currently, 9 000 learners from eight primary schools have access to the online programme.
- 250 tablets distributed to five schools as part of the literacy curriculum.

The schools will be monitored to identify which of the implemented interventions have the desired impact on literacy and comprehension levels.

Key activities for the year include:

- Opened new resource centres at 10 schools.
- Started the recruitment process for the roles of CEO, full-time accountant and a reporting manager, with the accountant role already filled.
- Extended the Motus employee wellness programme to the Trust's employees, empowering them to manage their health and wellbeing.
- Partnered with Danone to deliver a resource centre built out of recycled plastic yoghurt tubs to Nageng Primary School in Vosloorus. Motus stocked the resource centre.
- Partnered with Marketplace Academy to identify schools in the Reiger Park community (Gauteng) as part of an upliftment programme.

The DP World and
Motus Community
Trust celebrated its

**20th
anniversary.**

Motus

DP World and
Motus
Community
Trust

Partnership:
National Department
of Basic Education.
Supported since: 2004.
Board members:
two Motus representatives.



DP World and Motus Community Trust.



Investment

R9 million
invested during the year.

2023: R13 million

2022: R14 million

Impact

81 resource centres
reaching over >94 000
learners.

2023: 71 resource centres;
>79 300 learners

2022: 63 resource centres;
>72 000 learners

~2 800
school teachers
assisted.

2023: ~2 400 school teachers

2022: ~2 070 school teachers

Jobs sustained

110 full-time jobs
supported, many being
unemployed people from the
local community who have
received training. The 45%
increase in employed people
is due to the increased
number of librarian assistants
to support the new
intervention programmes.

2023: 76 full-time jobs

2022: 65 full-time jobs

YES learners

40
Motus YES learners are
gaining workplace
experience with the Trust in
2024/25. The Trust
permanently employs 34
learners from previous
YES4Youth cohorts.

Trust objective

100 resource centres
reached by 2025 in primary
and secondary schools.



Contribute to improving economic and social inclusion (continued)

Health

Combatting gender-based violence

Arising out of a Motus Sustainability Blitz held in November 2022, Standard Bank, Spar, Motus, NGOs and academics workshopped solutions to GBV in SA's communities. Nine ideas were generated from the workshop, with the final outcome being an agreement to create a support ecosystem for survivors of GBV. In 2023, KPMG partnered with Motus to develop governance structures for our GBV initiative and metrics to measure its impact. In early 2024, the partners (Standard Bank, Spar, Motus and KPMG) agreed to use the GBV initiative to fund the National Prosecuting Authority's (NPA) Thuthuzela Care Centres and help the NPA to increase the GBV conviction rate from 76% to 90%. The centres are one-stop facilities primarily based at hospitals and clinics that use a victim-centric approach to care for GBV survivors, an approach that is regarded as international best practice.

An additional partnership with ENS (Africa's largest law firm) is now also in place and will strengthen the alliance and establish a legal entity to drive the GBV initiative. The partners and the NPA are working on the brand and tone for the initiative, which will initially target leadership teams in corporate SA. A pilot GBV Forum for CEOs has been established with the first meeting to be held in calendar year 2025.

Motus' contribution to the initiative will empower survivors with bursaries to support their independence and education. Standard Bank has committed a portion of its CSI to support the Thuthuzela Care Centres, and Spar launched its shopping bag GBV awareness drive. We are excited about the progress made in aligning with the public sector, and hope that the initiative will deliver a positive and meaningful impact to combatting GBV in SA.

Unjani Clinics network

Developed out of the need for urgent transformation in SA's healthcare system, Unjani Clinics provide affordable high-quality primary healthcare in areas where it is needed most. Unjani Clinics is both an ESD and CSI beneficiary of the Group (see page 118).

Key activities for the year include:

- 39 clinics were added to the Unjani Clinics network and 12 mobile units and health pods, bringing the total number of facilities to 215 and exceeding the target of 200 facilities by June 2024.

- Motus sponsored an Unjani Clinic Health Pod over a six-month period for two schools in the DP World and Motus Community Trust, reaching 3 000 learners. In addition to providing health education, the project aimed to identify the specific health needs of the scholars. Observations from this initiative raised concern over the high rate of teenage pregnancy, and high levels of violence and substance abuse.

The Unjani Clinics network celebrated its
10th anniversary.



Motus

Unjani Clinics
network

Supported since:
2014.

Board member:
one Motus representative.



Investment

R0,5 million

invested during the year.

2023: R2,2 million

2022: R1,4 million

Jobs sustained

705 jobs

supported and people
upskilled, including 227
professional nurses and 16
enrolled nurses.

2023: 649 jobs;
199 professional nurses

2022: 475 jobs;
157 professional nurses

Impact

1,1 million

patients served, equating to
an average of 94 166 people
provided with primary
healthcare a month.

2023: 1,0 million patients

2022: 864 122 patients

193

clinics located across SA.

2023: 154

2022: 118

22

mobile clinics and health
pods.

2023: 10

2022: 6

64

professional nurses now own
their clinics.

YES learners

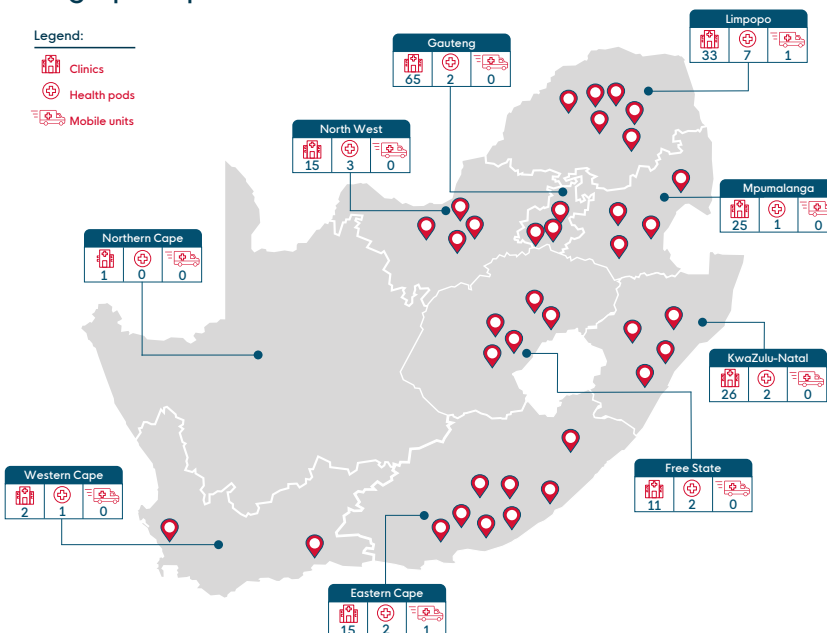
50

Motus YES learners are
gaining workplace experience
with the network in 2024/25.
40 learners from previous
YES4Youth cohorts have to
date been offered permanent
positions with the network.

Geographic split of facilities

Legend:

- Clinics
- Health pods
- Mobile units



⚡ Mobility for Good

National Sea Rescue Institute

Every year, the National Sea Rescue Institute (NSRI) works with Mitsubishi to provide individuals with the opportunity to win one of four new vehicles. The funds raised are used by the NSRI for its life-saving activities. Mitsubishi is the preferred vehicle partner to the NSRI.



Kia's CSI initiatives

Kia continued its long-standing relationship with Rada's MiPad project, donating a K2700 to provide essential food deliveries to 31 homes in five provinces. This is the third Kia vehicle donated to Rada since 2018. Kia also sponsors the vehicle prize in the Beeld-Kinderfonds annual fundraising raffle (six consecutive years). For Little Eden – a home caring for persons with mental and physical disabilities, Kia provides a monthly stipend towards operational costs and maintenance of their Kia fleet. Similarly, it provides a monthly stipend towards operational costs for the Home of Hope for Girls, which protects victims of human trafficking. In March 2024, Kia partnered with Run/Walk for Life (RWFL) on a small-scale pilot campaign to promote healthy lifestyle decisions.



Community-focused work in the UK

Motus Vehicle Solutions' community initiatives for 2024 included Halloween gifts for nursery children at a local crèche, a much-needed freezer and donations for a local community food bank, and gifts of teas, coffee and biscuits for a local men's mental health support group.

Proudly Australian



In Australia, we are a 'Proudly Australian' supporter, particularly where we have a presence in regional towns. Our dealerships embrace this spirit, supporting sports, school and local community events (financially and employee time). For the second consecutive year, Cumberland Ford was a sponsor of the Brydens Lawyers Gold Day in support of the Leukaemia Foundation. As a sponsor of Youth in Union, Cumberland Ford invited the co-founder of the organisation that develops the talent of under-privileged youth, to play on its team. Ford Sydney supported the Rally4Eva Coogee Fundraising Event, transporting tennis stars to the event, which promotes mental wellbeing. The team in Australia also supported Latrobe's Biggest Ever Blokes BBQ to raise funds to fight prostate cancer.



Mobility for Good

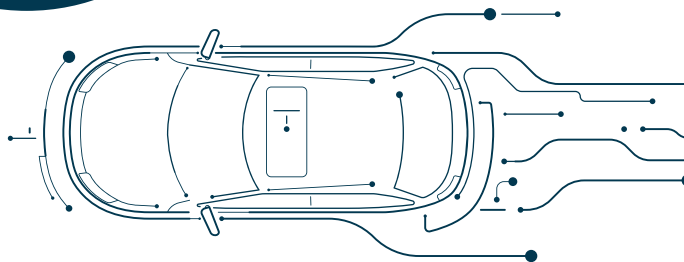


Financial education

In collaboration with Old Mutual, we ran financial workshops for 93 Ukhamba Trust employees, empowering them to make sound financial decisions.

Pink Drive

Participating in Investec's Great Kei Trek cycle event, the Midas team raised R100 000 for the Pink Drive, an NGO dedicated to promoting awareness and early detection of gender-related cancers.



Recognition

Hyundai won Hyundai Motor Company's Best Regional Corporate Social Responsibility Programme across the Middle East and Africa, for its role in the supply of resource centres to under-privileged schools in SA.



Recognition

Motus BMW George won second place in the Dealer of the Year for Social Responsibility Awards for its social initiatives.

BMW George also supported the recent Knysna Art and Awareness Lifestyle Charity Event, with proceeds going to the Knysna Alcohol and Drug Centre.

Ensure ethical, fair and compliant business conduct



Why this is material

Ethical leadership is demonstrated in moral, motivating and respectful behaviour – this underpins how we do business, raise awareness and change mindsets. Ethical leadership also positively impacts organisational culture and our reputation as an employer, positioning us as a business that cares about how it impacts people and the planet, can be trusted to make decisions responsibly, and treats its customers fairly, engendering loyalty.

In addition to an ethical and compliant culture, our ability to secure our systems, protect personal data, and use this data responsibly are key factors in earning stakeholder trust.

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Key performance indicators (year on year)

Regulatory compliance score (SA)¹

93%

compliance achieved in the regulatory compliance self-assessment (RCSA).



Compliance* (Group)

0

sanctions, fines or penalties received for non-compliance with regulation.



Target: 0 sanctions, fines or penalties

Valid concerns identified through the whistle-blowing hotline (Group)

▲ 32%

33



Key

✓ Pleased with performance

✗ Behind where we want to be

▲ Room for improvement

* Linked to remuneration

¹ New KPI.

Key initiatives

- ▶ Ethics Self Declaration Programme.
- ▶ AARTO¹ readiness project.
- ▶ Regulatory compliance self-assessment.
- ▶ Cyber Resilience and Information Protection Programme.

Highlights

- Signed the Global FX Code – the first non-financial listed corporate to join the register.
- Launched an initiative to gauge regulatory compliance in SA and to inform bespoke training.
- Delivered a number of presentations to reinforce dealership compliance.
- Met all deadlines relating to the new Consumer Duty legislation introduced in the UK.

Lowlights and challenges

- Balancing time and resources to manage changing regulation against delivering our strategic priorities.
- The additional preventative measures and costs, both technical intervention and user awareness, required to prevent security breaches.

Objectives

Maintain our moral compass, drive regulatory compliance, and influence the mitigation of negative environmental and social impacts in the supply chain.

Specifically:

- Rollout the updated Group Code of Ethics.
- Make ethics training mandatory for all employees across SA within the next year.
- Continue to enhance how we engage with our customers to meet changing regulatory requirements.
- Launch a refreshed cybersecurity training programme.

Context

In PwC's 2024 edition of the Global Economic Crime and Fraud Survey², with feedback from approximately 2 500 respondents, 55% reported procurement fraud as a widespread concern, impacting small businesses and multi-nationals alike, regardless of geography or industry. In addition, the hardships associated with economic downturns and poor socio-economic conditions, combined with technological advances, resource stress and conflict³, push people towards crime given the fewer legitimate economic opportunities available to them. These factors require organisations to be more vigilant, heighten their scrutiny of transactions, and mitigate against the risks associated with forced labour and other human rights abuses in their supply chains.

The Group is exposed to a wide range of legislation, which is becoming increasingly complicated with onerous requirements for execution and disclosure. In SA alone, 1 252 pieces of legislation have been passed between 1994 and 2015⁴. Regulation impacts the whole Group as well as our relationships with various stakeholders, including financial institutions, OEMs, suppliers, regulators and the public. Our FSPs⁵ in SA, UK businesses that operate as authorised credit brokers and insurance intermediaries, and Australian operations that are governed by the Point-of-Sale exemption⁶, also have to manage a complex range of legislation related to financial services.

Digital and technological growth is accompanied by greater vulnerability to increasingly sophisticated cybersecurity threats, and businesses must put in place equally effective and robust technology governance, policies, and practices. Cybersecurity threats affect all aspects of our information management systems – from the basic documentation processes in dealerships and branches, to all the devices used every day throughout the Group as well as our core network and server infrastructure.

¹ Administrative Adjudication of Road Traffic Offences Act.

² Global Economic Crime Survey 2024 | PwC.

³ WEF risk report – World Economic Forum | The Global Risks Report 2024 | 19th Edition.

⁴ Bills passed by Parliament and assented to (1994-2015): https://static.pmg.org.za/Bills_passed_from_1994-2015.pdf.

⁵ Financial service providers.

⁶ Point-of-Sale exemption: while our Australian finance and insurance (F&I) teams do not fall under the direct licensing or scope of the regulator, they must be trained and accredited by the financial institutions to whom the dealer is contracted.



Our approach to business conduct management, including human rights.

Ensure ethical, fair and compliant business conduct (continued)

Ethics and responsible conduct

Our Code of Ethics and governance structures set the standard of ethical conduct that is expected of all our employees, and support our commitment to behaving, making decisions and taking actions that reflect our values – the foundation for our ethical culture. Numerous controls ensure our compliance with anti-fraud and -corruption laws in all our jurisdictions of operation, and identify dishonest behaviour, leaving little room for misconduct within our businesses.

We updated our Code of Ethics during the year to ensure its relevance across all our geographies of operation, with rollout scheduled for 2025. We also emphasised the importance of ethical behaviour across all operations, with increased vigilance on internal controls and policy enforcement, and communicated the responsibility to report unethical behaviour, and the need for increased professional scepticism in the current economic environment.

Our employees have access to an independently managed, anonymous and confidential whistle-blowing hotline (Tip-offs Anonymous in SA) as well as other reporting mechanisms (Safecall in the UK and Speeki in Australia). Regular reminders ensure that our employees are aware of, and understand the rationale for, these important fraud detection channels.

Our online Gifts and Conflict of Interests Register (accessible on personal computers and mobile phones) went live in October 2023, making it easier for all financial directors to authorise employee declarations of gifts and conflicts.

The declaration of interests is a standing agenda item for board and sub-committee meetings. The register of interests, shared with directors quarterly before every board and sub-committee meeting, allows directors sufficient time to consider and confirm its accuracy and/or make amendments, where necessary.

The Group does not make contributions to political parties.

Ethics self declaration programme

The Ethics Self Declaration Programme is an online mechanism for select employees in SA to annually self-declare conflicts of interest and their compliance with key policies and ethical standards¹. It applies to all Executive Committee members and their direct reports (Group and business segment executives), and employees occupying certain roles, for example, all employees working in our FSPs. Where completeness of the programme falls below 85% for an employee group, additional awareness and training is provided.

Global fx code


The Global FX Code is a set of global principles (55 in total) developed to promote the integrity and effective functioning of the foreign exchange market. During the year, we determined that 27 of the principles are applicable to Motus, and confirmed that as a responsible market participant we comply with these principles. Motus signed the Statement of Commitment to the Code in June 2024.

Supply chain

Our OEMs and suppliers are required to adhere to our Code of Ethics and supply chain code of conduct. The supply chain code of conduct outlines our requirements for procedural compliance, human rights, environmental stewardship, labour practices, guarding against bribery and corruption, conflicts of interest, and fair business practices. We reserve the right to audit suppliers, whether by an internal team or a third party, to verify conformance to our standards.

In 2023, a desktop review was conducted on the environmental management and performance of the Importer OEM brands. This will inform our assessment of the non-OEM manufacturers in Aftermarket Parts' supply chain, and will start with a legal assessment of their key liabilities and responsibilities in 2025.

Unfortunately, Mobility Solutions' eProcure system, which included a process to onboard and vet new suppliers, did not meet our needs and the project has been retired.

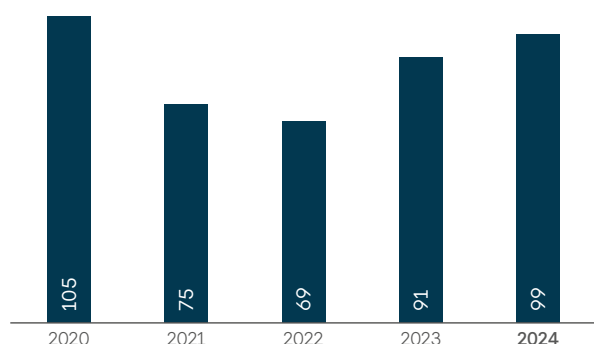
 Supply chain code of conduct.

¹ Specifically: Code of Ethics, anti-bribery and corruption policy, conflicts of interest policy, supply chain code of conduct, and policy statement on workplace relationships.

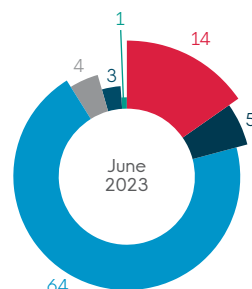
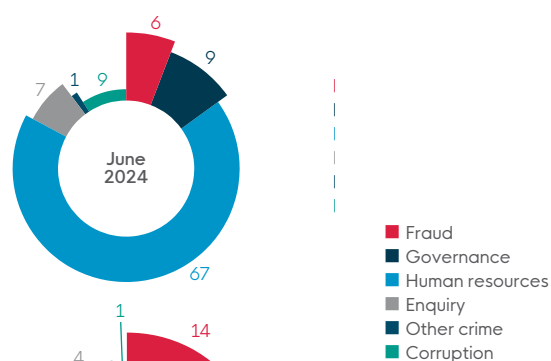
2024 performance | Group

Internal audits did not identify any material concerns relating to bribery and corruption or human rights risks, and no public legal cases regarding corruption were brought against Motus, any of its operations or its employees.

Whistle-blowing hotline (number)

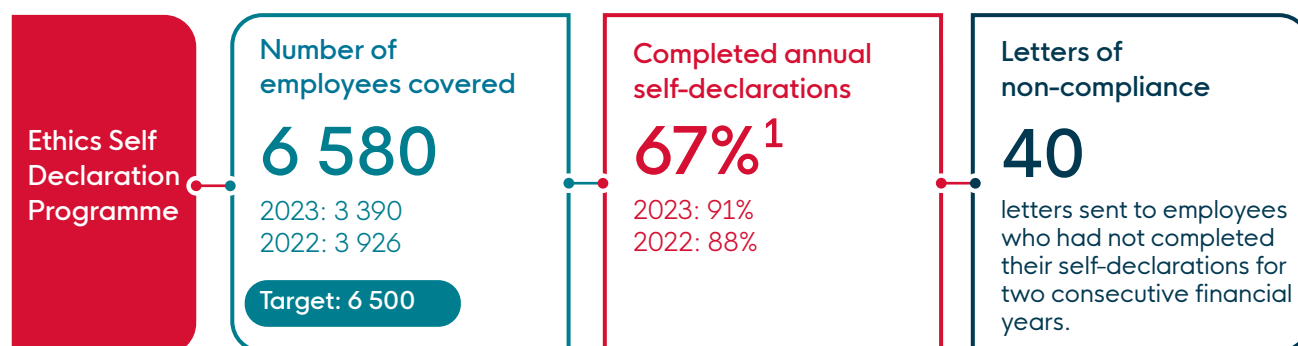


At year end, all 99 reports to the whistle-blowing hotline had been investigated and closed. 33 (2023: 25; 2022: 10) reports were valid concerns where disciplinary or remedial action was taken. 68% (2023: 70%; 2022: 70%) of reports related to HR matters, being either grievances and/or reports of harassment. Of the 15 (2023: 18; 2022: 2) reports concerning fraud, corruption, theft and/or procurement irregularities, seven were found to be valid. Where applicable, all confirmed incidents of fraud are reported to the relevant authorities.



 Disciplinary cases: page 93.

South Africa



¹ 4 389 employees completed the self-declaration. Rollout of the programme to all relevant employees (targeted number) took longer than expected; however, we are pleased that the absolute number of people having completed the programme has increased.

Completion of the Ethics Self Declaration Programme among our executives, senior managers at head office and FSP employees was 100% (2023: 100%; 2022: 100%).

Ensure ethical, fair and compliant business conduct (continued)

Compliant financial products and services

We are committed to offering the right products at the right price in the right way, and thereby protecting the financial standing of our customers from foreseeable harm. This includes engaging with, and marketing to, customers in compliance with legislative requirements. Our sales personnel are well-trained, and our F&I¹ employees receive the training and continuous professional development they need to maintain their accreditation. We also employ robust due diligence processes, including regular compliance audits of our F&I business managers and deal files, and quality assurance assessments of our call centres, to ensure

that our controls are adequate and effective. Compliance audits in SA, the UK and Australia, did not identify any material concerns for the year.

Over the past two years, the FSCA² in SA has conducted compliance audits on three of our FSP licenced businesses, where financial services legislation is key. All audits closed with no adverse findings, confirming a solid compliance culture and an effective control environment.

¹ Finance and insurance.

² Financial Sector Conduct Authority.

2024 performance | Group

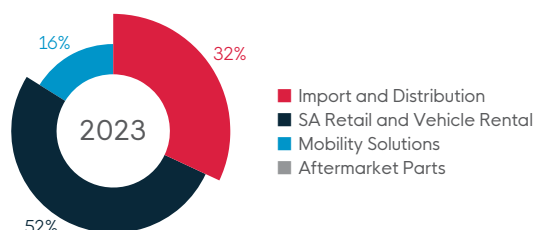
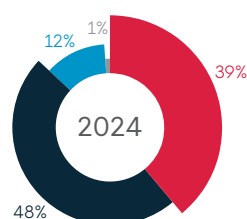
There were no serious or reportable incidents of non-compliance with regulated products and services in 2024 (SA, UK and Australia).

South Africa

Average compliance scores (%)

	2024	2023	2022		2024	2023	2022
Conducted by FAIMS				Conducted by Mobility Solutions			
OEM passenger	97	98	97	LiquidCapital	95	95	95
OEM commercial	95	98	95	MotorHappy	93	94	96
Importer brands	96	96	96	M-Sure	99	94	97
Dealer network	91	95	94				

Ombuds cases (%)



Out of around 167 million new and pre-owned vehicle sales, over 1,5 million policies under administration, and countless parts and workshop interactions, 541 (2023: 476; 2022: 173) cases were referred to the Motor Industry and Insurance Ombuds in 2024. Overall, 98% (2023: 96%; 2022: 97%) of the cases were resolved in Motus' favour or resolved between parties to the customer's satisfaction, and 2% (2023: 4%; 2022: 3%) were ruled against Motus. Of the 202 (2023: 89; 2022: 82) cases still open at year end, none posed a material reputational risk for Motus. We abide by Ombuds rulings when it is found that we are at fault.

United Kingdom

Average compliance scores (%)

	2023		2023
UK self-assessment			
Motus Commercial	92	Motus Vehicle Solutions	92
Motus Truck and Van	91	Pentagon	97

There were no complaints raised with the Financial Ombudsman Service in the UK, and all divisions passed their compliance audits for 2024. The compliance self-assessment methodology is being updated, as a result no scores are available for 2024 and will be reported again in 2025.

Regulatory compliance

Motus supports regulatory change that enhances consumer safety, improves our transparency and disclosure with our customers, and ensures a competitive yet collaborative automotive industry. Our ability to quickly identify where our operations are impacted, and timeously implement the required controls, enables us to maintain stakeholder trust. We therefore invest in initiatives that embed compliance, and which keep us abreast of upcoming regulatory changes. When making acquisitions, regulatory compliance is a key part of the due diligence process.

Regulatory compliance self assessment

During the year, we launched the quarterly RCSA in SA (over and above our existing monthly CSA). The RCSA gauges the level of knowledge and understanding of, and compliance with, key compliance and legal matters, in particular FICA¹, the Consumer Protection Act, POPIA², the Second-Hand Goods Act, and the Guidelines for Competition in the South African Automotive Aftermarket (Competition Commission Guidelines). Each business segment responds to a bespoke question-set on the laws that are applicable to it. The feedback supports the development of targeted training and awareness initiatives per business segment that is more effective than the blanket rollout of generic training.

Compliance training and awareness

To reinforce dealership compliance, three presentations were delivered during the year, covering the Group's standard operating procedures, Consumer Protection Act, POPIA, and the Competition Commission Guidelines, among others. The presentations were delivered by internal and external expert legal advisors, and reached dealer franchise executives, and dealer principals and sales representatives for the Importer and Retail businesses and Auto Pedigree in SA Vehicle Rental.

Recent regulatory changes

Consumer Duty (UK)

In the UK, the FCA's³ Consumer Duty aims to create a higher standard of care from regulated organisations, placing a duty on our F&I managers to ensure good customer outcomes (providing the right information about financial products, and the people and institution involved). The Consumer Duty became effective on 31 July 2023 and is intended to be applied to the design, distribution and delivery of products. The legislation holds boards, or the equivalent, responsible for assessing whether an organisation is delivering good customer outcomes. Our Regulatory Compliance Committee in the UK played a key role in preparing the Group for the new regulation, with several initiatives implemented to ensure compliance.

¹ The recent designation of dealerships as accountable institutions under the Financial Intelligence Centre Act (FICA) is the largest change to our business landscape in several years.

² Protection of Personal Information Act.

³ Financial Conduct Authority.

Upcoming legislation

Short-term risks are being closely monitored in terms of proposed changes to a number of laws that could potentially affect the Group's business operations (the most material are reported below). Our business forum and industry association memberships play a critical role in understanding and preparing for the changes we need to make to comply with new regulations, and inform our commercial impact assessments. Our participation in various working groups and committees allow us to comment on, and contribute to, the shaping of automotive policy and proposed regulatory changes.

 Draft employment equity sectoral targets: page 75.

Administrative Adjudication of Road Traffic Offences Act (SA)

AARTO is a system of enforcement aimed at improving road safety and driver behaviour. On 12 July 2023, the Constitutional Court confirmed AARTO's constitutionality, allowing its implementation. The AARTO Regulation Amendment Act will need to be revised, issued for comment, and enacted, to give effect to the legislation. The DOT⁴, RTIA⁵, and RTMC⁶ are finalising the legislation and rollout plan, which has been delayed indefinitely (from 1 July 2024) due to operational complexities. AARTO will significantly affect companies operating vehicle fleets, particularly rental businesses, with uncertainty around how demerits will apply to fleet operators.

We have engaged directly with government to better understand the proposed regulations, and have established an AARTO working group to analyse the impact of the legislation on Motus, update our policies accordingly, and implement solutions to ensure AARTO readiness. The working group is collaborating with SA Vehicle Rental, Importer and Retail businesses and Mobility Solutions, with gap analyses workshops completed for each division. Development has started on IT systems for Importer and Retail businesses and Mobility Solutions that will enable the integration with the RTMC platform. SA Vehicle Rental will use a different feature on the RTMC platform.

Conduct of Financial Institutions Bill (SA)

Forming the foundation for all market conduct, including customer treatment, the COFI Bill aims to strengthen financial sector regulation. In its latest three-year regulation plan, the FSCA notes it will launch targeted informal consultation on themed frameworks from March 2024 to June 2025, followed by further technical work and consultation until at least April 2027. Mobility Solutions' new approach to compliance has ensured that it is ready to conduct an in-depth analysis of the new standards when they are published.

⁴ Department of Transport.

⁵ Road Traffic Infringement Agency.

⁶ Road Traffic Management Corporation.

Ensure ethical, fair and compliant business conduct (continued)

Companies Amendment Bill (SA)

The Companies Amendment Bill is set to bring about several changes aimed at improving business practices and addressing societal concerns. An effective date for the Bill is yet to be gazetted. Key objectives of the amendments are to reduce unnecessary red tape; achieve equity between directors and senior management on one hand, and shareholders and workers on the other; address public concerns regarding high levels of inequalities in society; and provide greater disclosure on share ownership as part of broader efforts to combat corruption and money-laundering. The First Amendment Bill sets requirements for social and ethics committees, including the composition of the committees, election and appointment of members, and committee reporting at AGMs. The Second Amendment Bill relates to director liability.

Amendments to the Competition Commission Guidelines (SA)

Published for comment in March 2024, the amendments to the Competition Commission Guidelines require OEMs to give ISPs¹ access to technical information, currently only available to manufacturer-approved workshops, so that ISPs can undertake vehicle repairs. In addition, the new guidelines have expanded the definition of parts to include vehicle accessories.

As the amendments currently stand, they present added risk for dealerships that will need to inform consumers about the non-transferability of their service and maintenance plans – a responsibility that should ideally lie with plan providers who make the rules. In addition, allowing intermediaries to receive and forward technical data to ISPs without restriction could lead to unfair pricing. Dealerships pay for access to technical data, but intermediaries could split this cost among multiple ISPs, creating a price disparity. The amendments also raise concerns around the protection of intellectual property and security.

NADA has submitted a detailed response and met with the Competition Commission to discuss areas of concern.

¹ Independent service providers.

FCA investigations (UK)

In the UK, the FCA is investigating three key market conduct areas by financial institutions and vehicle dealerships, namely:

- Discretionary commission arrangements (or interest rate flexing) for motor financing.
- Enhanced customer outcomes (discussed under Consumer Duty on page 133).
- Value added products (guaranteed asset protection (GAP) insurance).

The FCA banned interest rate flexing in 2021 to protect consumers from unfair practices where brokers could increase their commission by raising the interest rates on vehicle finance deals, seemingly without a customer's knowledge. Due to a high number of complaints from customers claiming compensation for discretionary commission arrangements (DCA) prior to the ban, the FCA announced a pause on complaint handling to December 2025, and revised its date for the publication of its DCA review from September 2024 to May 2025. If widespread misconduct is found, the FCA aims to ensure that affected customers receive appropriate settlements, which could have a material impact on financial institutions and, in turn, dealerships, should lenders attempt to recover funds. This risk is currently deemed to be low; however if realised, will have a material impact on Motus.

Identifying concerns with the design of GAP insurance and the payment of associated commissions, the FCA requested a pause on the sale of these products in March 2024. It has since allowed three insurers to recommence sales but is still concerned that insurers have not done enough to ensure fair consumer outcomes.

We monitor regulatory changes in the UK, not only to ensure our compliance, but to learn from these changes should they be implemented in SA in the future. That said, we will not face the same risks should the above laws be replicated in SA due to our commission cap and our monitoring of fair outcomes.

2024 performance | Group

The Group is not currently involved in any significant litigation which could have a material impact on its ability to operate as a going concern.

Regulatory compliance self-assessment in SA

Overall compliance

93%

Overall completion

71%

Note: reported for the first time.

Cybersecurity and data protection

Our IT strategy supports and enables the Group's strategic business objectives, our innovation culture, and our data management strategies. IT governance¹ and cybersecurity are two of the IT strategy's six pillars, and are central shared services managed by Group IT. Key objectives of these two pillars are to safeguard our IT operations and environment in line with industry standards, and ensure regulatory compliance through a robust risk management and assessment framework. Some of our goals are to establish an IT risk team, automate the IT governance process, and implement a robust assessment schedule, starting with IT governance self-assessments and ultimately progressing to annual auditing and external validation.

Cybersecurity

Our multi-faceted strategy to cybersecurity covers people, processes and technology. We invest in new and improved cybersecurity applications, and adhere to the cybersecurity framework established by the National Institute of Standards and Technology (an internationally recognised standard for combatting cybercrime). The Group-wide Information Security Management System consists of a set of policies, procedures and operational practices for the systematic management of cybersecurity risk within Motus. It is a critical governance tool to proactively limit the impact of potential cybersecurity breaches, and drives the implementation and continual enhancement of our cybersecurity controls. Our cybersecurity approach also includes external reviews, ongoing risk assessments, adherence to guidelines, and cyber incident monitoring and response capabilities as well as the testing of these capabilities.

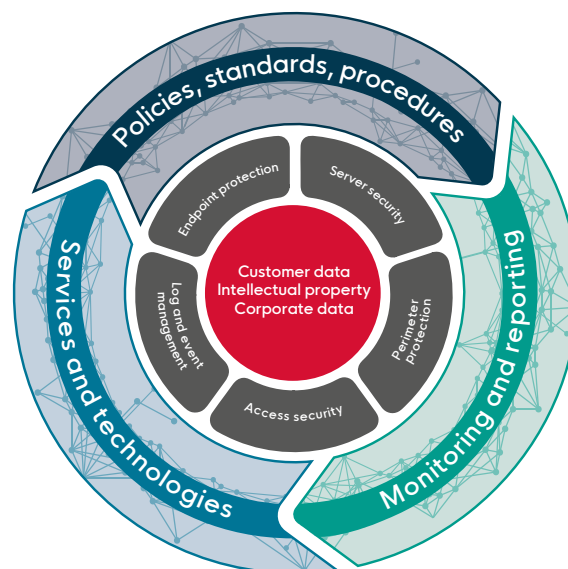
We engage with cybersecurity specialists to keep abreast of evolving threats, support our cybersecurity initiatives, and enhance Motus' overall security posture over time.

In the past year, we implemented the BitSight cyber risk assessment tools across our platforms. BitSight allows us to identify exposure, prioritise investment, communicate with stakeholders, and mitigate cyber risk to protect our expanding digital ecosystem. Our current BitSight rating exceeds industry standards.

Campaigns and education initiatives heighten cyber-awareness among employees, with a refreshed cybersecurity training programme planned for 2025.

Though no cybersecurity tools can guarantee absolute prevention of breaches, Motus is on a positive trajectory in its cybersecurity maturity journey.

Cyber Resilience and Information Protection Programme



Data protection

Our data is one of our most valuable assets. It enables us to personalise and enhance customer experiences based on better insight. We keep up to date with the best data management practices, and meet our regulatory obligations to manage the personal information of our stakeholders securely and responsibly.

Best privacy practices are embedded in the design specifications of new and existing systems and business processes. This includes privacy impact assessments before a new system, or enhancements to an existing system, are launched. Our employees are bound by confidentiality to the extent permitted by law. We ensure that they have the right level of access to the information they need to do their work and meet customer expectations.

Data privacy and protection clauses and security assessment criteria in our supplier contracts extend our data management responsibility to third parties, covering their connection and access to our systems as well as compliance with POPIA.

¹ Governance, risk and controls.

2024 performance | Group

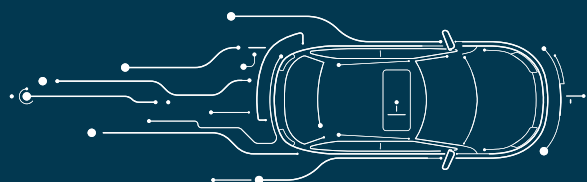
Of the devices stolen in 2024, mostly as a result of dealership or business site break-ins targeting electronics, or stolen from vehicles, 0,8% (one out of 117) required disclosure to the Information Regulator in SA. In a separate incident, one of our websites was compromised, with swift reaction from our

IT team. All affected individuals were notified, and a report submitted to the Information Regulator.

There is no risk of sanction or reputational damage from any of the incidents reported to the regulator.

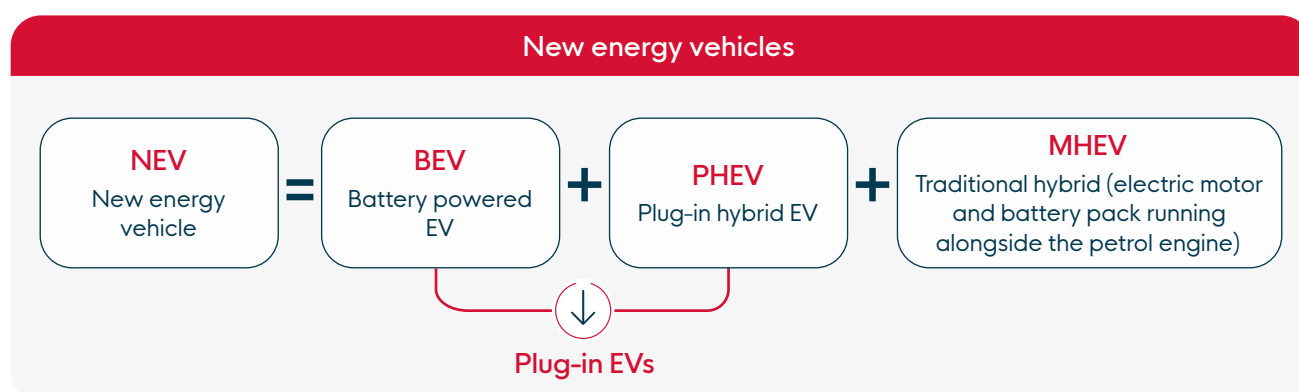
Additional information

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Glossary



A

AARTO	Administrative Adjudication of Road Traffic Offences (SA)
AED	Automated External Defibrillator
AGM	annual general meeting
AI	artificial intelligence
ARC	Audit and Risk Committee (sub-committee of the board)

B

BBA	Bachelor of Business Administration
B-BBEE	broad-based black economic empowerment
BESS	battery energy storage systems
black	African, Coloured and Indian people (SA)

C

CCMA	Commission for Conciliation, Mediation and Arbitration (SA)
CEO	Chief Executive Officer
CFO	Chief Financial Officer
COFI	Conduct of Financial Institutions
COP	Conference of the Parties
CSA	compliance self-assessment
CSI	corporate social investment

D

DCA	discretionary commission arrangements
DEI	diversity, equity and inclusion
DoEL	Department of Employment and Labour (SA)
DOT	Department of Transport (SA)
dtic	Department of Trade, Industry and Competition (SA)
dtic Codes	dtic's Broad-based Black Economic Empowerment Codes of Good Practice (SA)

E

EMEs	exempt micro enterprises
ESD	enterprise and supplier development
ESG	environmental, social and governance
EVs	electric vehicles
EVP	employee value proposition

F

F&I	finance and insurance
FAIMS	F&I Management Solutions
FCA	Financial Conduct Authority (UK)
FICA	Financial Intelligence Centre Act (SA)
FRRC	Finance and Risk Review Committee
FSCA	Financial Sector Conduct Authority (SA)
FSP	financial service provider

G

GAP	guaranteed asset protection (UK)
GDP	gross domestic product
GHG	greenhouse gas
GIBS	Gordon Institute of Business Science

H

HR	human resources
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I

ICE	internal combustion engine
IFC	International Finance Corporation
IFRS	International Financial Reporting Standards
ILO	International Labour Organization
IMF	International Monetary Fund
ISO	International Organization for Standardization
ISP	Independent service providers
IT	information technology

J

JET	Just Energy Transition
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K

kg	kilograms
kl	kilolitres
km	kilometres
KPI	key performance indicator
kW	kilowatts
kWh	kilowatt hour
kWp	kilowatt peak

L

LCVs	light commercial vehicles
LED	light emitting diode

M

merSETA	Manufacturing, Engineering and Related Services Sector Education and Training Authority (SA)
MPD	Motor Parts Direct
MSW	municipal solid waste
MW	megawatt
MWh	megawatt hours
m^x	Motus Xponential

N

naamsa	naamsa The Automotive Business Council (SA)
NADA	National Automobile Dealers Association (SA)
NGOs	non-governmental organisations
NomCo	Nomination Committee (sub-committee of the board)
NPAT	net profit after tax
NPC	non-profit company
NPO	non-profit organisation
NQF	National Qualifications Framework (SA)

O

OECD	Organisation for Economic Co-operation and Development
OEM	original equipment manufacturer
OHS	occupational health and safety

P

PDC	parts distribution centre
POPIA	Protection of Personal Information Act (SA)
PV	photovoltaic

Q

QSEs	qualifying small enterprises
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Glossary (continued)

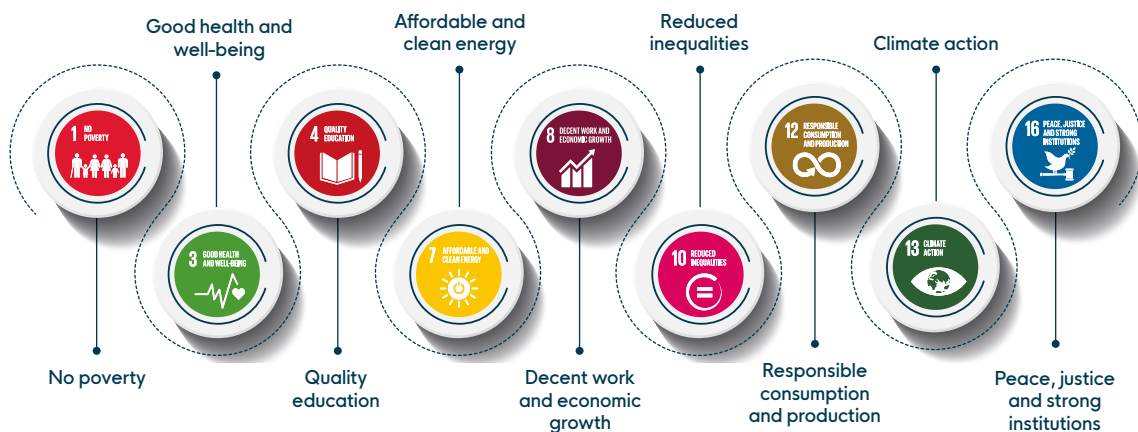
R

RCSA	regulatory compliance self-assessment
RemCo	Remuneration Committee (sub-committee of the board)
RMI	Retail Motor Industry Organisation
RTIA	Road Traffic Infringement Agency (SA)
RTMC	Road Traffic Management Corporation (SA)
S	
SA	South Africa
SARB	South African Reserve Bank
SAVRALA	Southern African Vehicle Rental and Leasing Association
SBTi	Science Based Targets initiative
SES Committee	Social, Ethics and Sustainability Committee (sub-committee of the board)
SETA	Sector Education and Training Authority (SA)
SMEs	small- and medium-sized enterprises
SMMEs	small, medium and micro enterprises
STIs	short-term incentives

T

TCFD	Task Force on Climate-related Financial Disclosure
tCO₂e	tonnes of carbon dioxide equivalent
TGP	total guaranteed package
U	
UK	United Kingdom
UN	United Nations
UN SDGs	United Nations Sustainable Development Goals
V	
VAPS	value added products and services
W	
WEF	World Economic Forum
WHO	World Health Organization
Y	
YES	Youth Employment Service

United Nations Sustainable Development Goals



Independent Assurance Practitioner's Limited Assurance Report on Selected Key Performance Indicators




To the Directors of Motus Holdings Limited

Report on Selected Key Performance Indicators

We have undertaken a limited assurance engagement on selected key performance indicators (KPIs), as described below, and presented in Motus Holdings Limited's ("Motus") ESG Indicator Report and Environmental, Social and Governance report (ESG Report) for the year ended 30 June 2024 (the Reports). This engagement was conducted by a multidisciplinary team including environmental and assurance specialists with relevant experience in sustainability reporting.

Subject Matter

We have been engaged to provide a limited assurance conclusion in our report on the following selected KPIs, marked with an "ELA" on the relevant page(s) in the Reports. The selected KPIs described below have been prepared in accordance with Motus' internally defined criteria, supported by the Global Reporting Initiatives (GRI) Standards ("reporting criteria"). The reporting criteria is available on the client's website at <https://www.motus.co.za/environmental-social-governance/governance/>.

Key Performance Indicators	Unit of Measurement	Reporting Boundary	Page number
 Safety Key Performance Indicators – ESG Indicator Report			
Road kilometres travelled (million)	Km	Group	7
Road accidents (includes any fatalities)	Number	Group	7
Road accidents per million kilometres	Ratio	Group	7
 Environmental Key Performance Indicators – ESG Indicator Report			
Road fuel usage (includes petrol and diesel)	L	Group	2
Electricity purchased	MWh	Group	2
Water purchased from municipalities	Kl	Group	2
Scope 1 emissions	tCO ₂ e	Group	2
Scope 2 emissions	tCO ₂ e	Group	2
 Social Key Performance Indicators – ESG Indicator Report			
Total group CSI spend	Rm	Group	10

Key Performance Indicators	Unit of Measurement	Reporting Boundary	Page number
Performance against the sustainability-linked finance facility Key Performance Indicators (realised values) – ESG Report			
Vehicle fuel consumption	L	Total Group consumption adjusted according to acquisitions, disposals and movement between business segments	59
Electricity consumption	MWh	Total Group consumption adjusted according to acquisitions, disposals and movement between business segments	59
Water consumption	Kl	Total Group consumption adjusted according to acquisitions, disposals and movement between business segments	65

Independent limited assurance report (continued)

Directors' Responsibilities

The Directors are responsible for the selection, preparation and presentation of the selected KPIs in accordance with the reporting criteria. This responsibility includes the identification of stakeholders and stakeholder requirements, material issues, commitments with respect to sustainability performance and design, implementation and maintenance of internal control relevant to the preparation of the Report that is free from material misstatement, whether due to fraud or error. The Directors are also responsible for determining the appropriateness of the measurement and reporting criteria in view of the intended users of the selected KPIs and for ensuring that those criteria are publicly available to the Report users.

Inherent Limitations

The Greenhouse Gas (GHG) emission quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the *Code of Professional Conduct for Registered Auditors* issued by the Independent Regulatory Board for Auditors (IRBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)*.

Deloitte applies the International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Assurance Practitioner's Responsibility

Our responsibility is to express a limited assurance conclusion on the selected KPIs based on the procedures we have performed and the evidence we have obtained. We conducted our assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements other than Audits or Reviews of Historical Financial Information*, issued by the International Auditing and Assurance Standards Board. This Standard requires that we plan and perform our engagement to obtain limited assurance about whether the selected KPIs are free from material misstatement.

A limited assurance engagement undertaken in accordance with ISAE 3000 (Revised) involves assessing the suitability in the circumstances of Motus' use of its reporting criteria as the basis of preparation for the selected KPIs, assessing the risks of material misstatement of the selected KPIs whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the selected KPIs. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. The procedures we performed were based on our professional judgement and included inquiries, observation of processes followed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above we:

- Interviewed management and senior executives to obtain an understanding of the internal control environment, risk assessment process and information systems relevant to the sustainability reporting process;
- Inspected documentation to corroborate the statements of management and senior executives in our interviews;
- Performed a walkthrough processes and systems to generate, collate, aggregate, monitor and report the selected KPIs;
- Inspected supporting documentation on a sample basis and performed analytical procedures to evaluate the data generation and reporting processes against the reporting criteria; and
- Evaluated whether the selected KPIs presented in the Report are consistent with our overall knowledge and experience of sustainability management and performance at Motus.

The procedures performed in a limited assurance engagement vary in nature and timing, and are less in extent than for a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether Motus' selected KPIs have been prepared, in all material respects, in accordance with the accompanying Motus' reporting criteria.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained and subject to the inherent limitations outlined elsewhere in this report, nothing has come to our attention that causes us to believe that the selected KPIs as set out in the Subject Matter paragraph above for the year ended 30 June 2024 are not prepared, in all material respects, in accordance with the reporting criteria.

Other Matters

The maintenance and integrity of Motus' website is the responsibility of Motus' management. Our procedures did not involve consideration of these matters and, accordingly, we accept no responsibility for any changes to either the information in the Report or our independent limited assurance report that may have occurred since the initial date of its presentation on Motus' website.

Restriction of Liability

Our work has been undertaken to enable us to express a limited assurance conclusion on the selected KPIs to the Directors of Motus in accordance with the terms of our engagement, and for no other purpose. We do not accept or assume liability to any party other than Motus, for our work, for this report, or for the conclusion we have reached.

Signed by:


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Deloitte & Touche

Registered Auditors

Per Jyoti Vallabh
Chartered Accountant (SA)
Registered Auditor
Partner

27 September 2024

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Disclaimer

This document contains certain statements that are forward-looking with respect to certain of the Group's plans, goals and expectations relating to its future performance, results, strategies and objectives. These forward-looking statements are not statements of fact or guarantees of future performance, results, strategies and objectives, and by their nature involve risk and uncertainty because they relate to future events and circumstances which are difficult to predict and are beyond the Group's control, including but not limited to domestic and global economic conditions, market-related risks such as fluctuations in interest rates and exchange rates, the policies and actions of regulatory authorities, the impact of competition, inflation, deflation, the timing impact and other uncertainties of future acquisitions, as well as the impact of changes in domestic and global legislation and regulations in the jurisdictions in which the Group operates. The forward-looking statements in this document are not reviewed and reported on by the Group's external assurance providers. Forward-looking statements apply only as of the date on which they are made, and the Group does not undertake any obligation to update or revise any of them, whether as a result of new information, future events or otherwise, and does not assume responsibility for any loss or damage arising as a result of the reliance by any party thereon.



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