



Motus

Interim results presentation

—
unaudited condensed interim results
for the six months ended 31 December 2024

Agenda

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- 2 Economic indicators
- 3 Highlights for the six months ended 31 December 2024
- 4 Performance drivers
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- 7 The South African vehicle market
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Economic environment



South Africa

- **Positive consumer sentiment ensues despite a challenging environment**
 - Favourable election outcome, with a Government of National Unity formed
 - Reducing interest rate cycle
 - Inflationary pressures over the period
 - Two-pot retirement system benefit
- **A better second half of the calendar year for new vehicle sales**
 - Growth in the passenger market
 - Contraction in the LCV & HCV markets
- **GDP growth rates¹**
 - 24 Estimated at 0,8%
 - 25 Expected at 1,5%
 - 26 Expected at 1,6%



United Kingdom

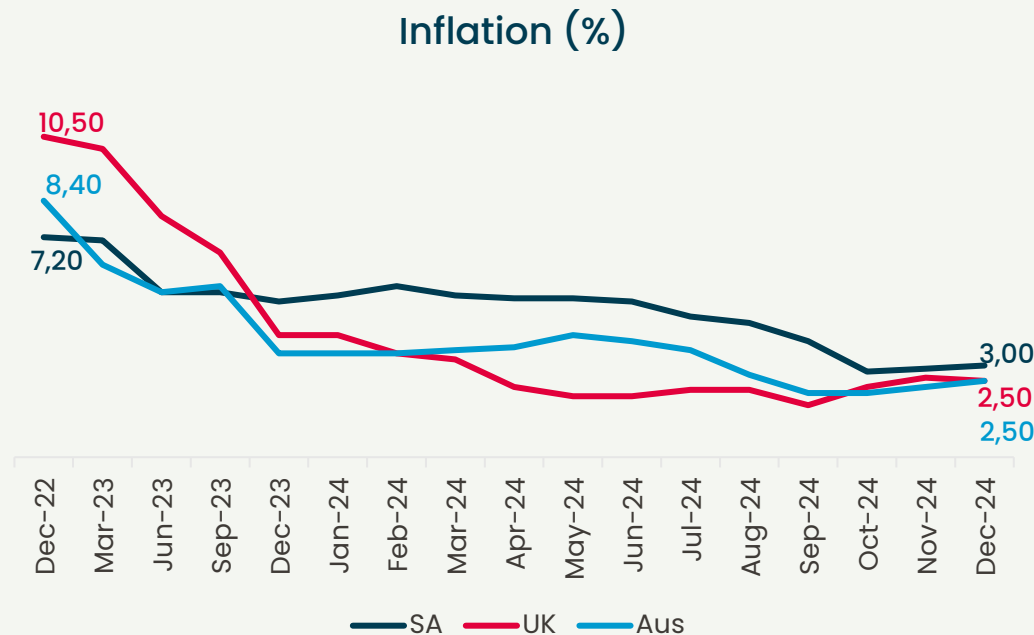
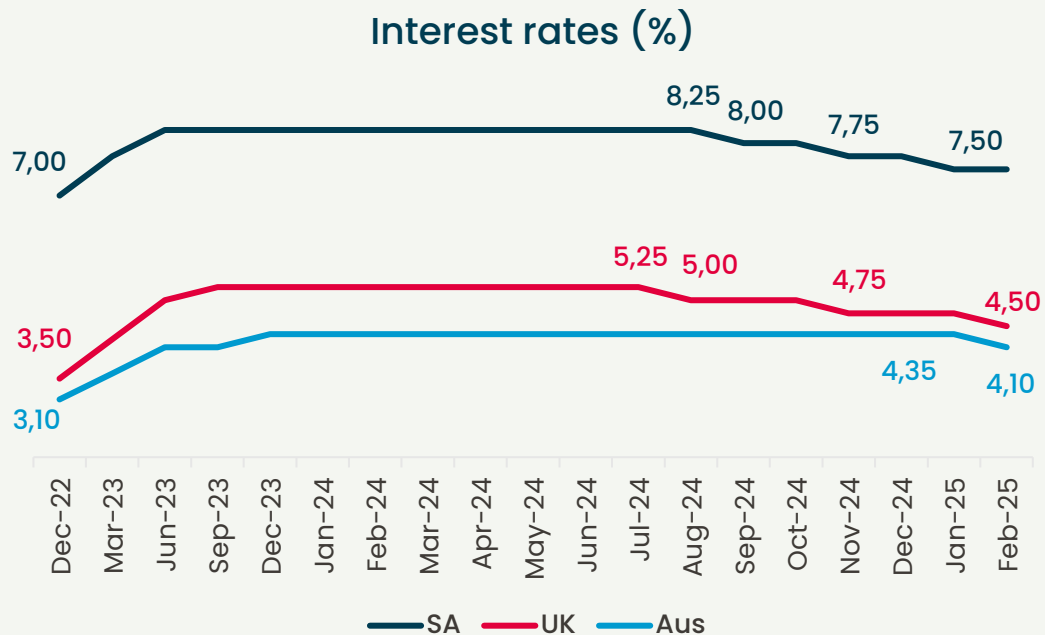
- **Constrained economic environment**
 - Reducing interest rate cycle
 - Inflationary pressures over the period
- **Contraction in new vehicle sales**
 - Contraction in the passenger & HCV markets
 - Growth in the LCV market
- **GDP growth rates¹**
 - 24 Estimated at 0,9%
 - 25 Expected at 1,6%
 - 26 Expected at 1,5%



Australia

- **Challenging economic environment**
 - High interest rates & persistent inflation
 - Softer wage growth
- **Growth in the vehicle market, breaking its annual record for second consecutive year**
 - A slightly weaker second half of the calendar year for new vehicle sales
- **GDP growth rates¹**
 - 24 Estimated at 1,2%
 - 25 Expected at 2,1%
 - 26 Expected at 2,2%

Economic indicators



South Africa

- Improving interest rate cycle
 - 25bps cut in Sept 2024
 - 25bps cut in Nov 2024
 - 25bps cut in Jan 2025

- Inflation target range: 3%–6%
 - Inflation came in at 3% in Dec 2024

United Kingdom

- Improving interest rate cycle
 - 25bps cut in Aug 2024
 - 25bps cut in Nov 2024
 - 25bps cut in Feb 2025

- Inflation target: 2%
 - Inflation came in at 2,5% in Dec 2024

Australia

- High-interest rate environment
 - Interest rates remained steady at 4,35% since Nov 2023
 - First 25bps cut in over four years in Feb 2025

- Inflation target range: 2%–3%
 - Inflation came in at 2,5% in Dec 2024

Highlights for the six months ended 31 December 2024



Resilient trading performance

Q1 was challenging, with Q2 improving

Revenue of R56,2 bn

EBITDA of R4,0 bn

Operating profit of R2,5 bn

EPS increased by 1% to 675 cents per share

HEPS increased by 3% to 681 cents per share



Net debt & net finance costs management

Net finance costs reduced by 10%

Net debt reduced by R1,0 bn compared to Dec 2023

Cash flows from operating activities of R186 million (2023: outflow of R230 million)

Obtained maiden credit ratings from GCR:
Long-Term AA- (ZA)
& Stable outlook
Short-Term A1+ (ZA)



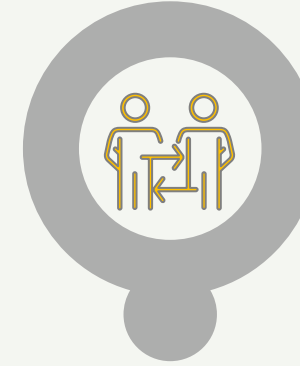
Shareholder Returns

ROIC of 10,7%

Maintained interim dividend at >35% of headline earnings

Interim dividend of 240 cents per share

Net asset value up 8% to 10 710 cents per share



ESG highlights

Achieved total black representation of 79% in SA & Group female representation of 32%

Focused talent management enabled a seamless succession

Achieved Level 3 B-BBEE rating

Converted our international RCF into a sustainability-linked facility



Diversification, Internationalisation & innovation strategy

Internationalisation EBITDA split
SA 65%: International 35%

Diversification EBITDA split
54% non-vehicle sales:
46% vehicle sales

Robust innovation pipeline

Performance drivers

We are **not reliant on one aspect** of the automotive value chain

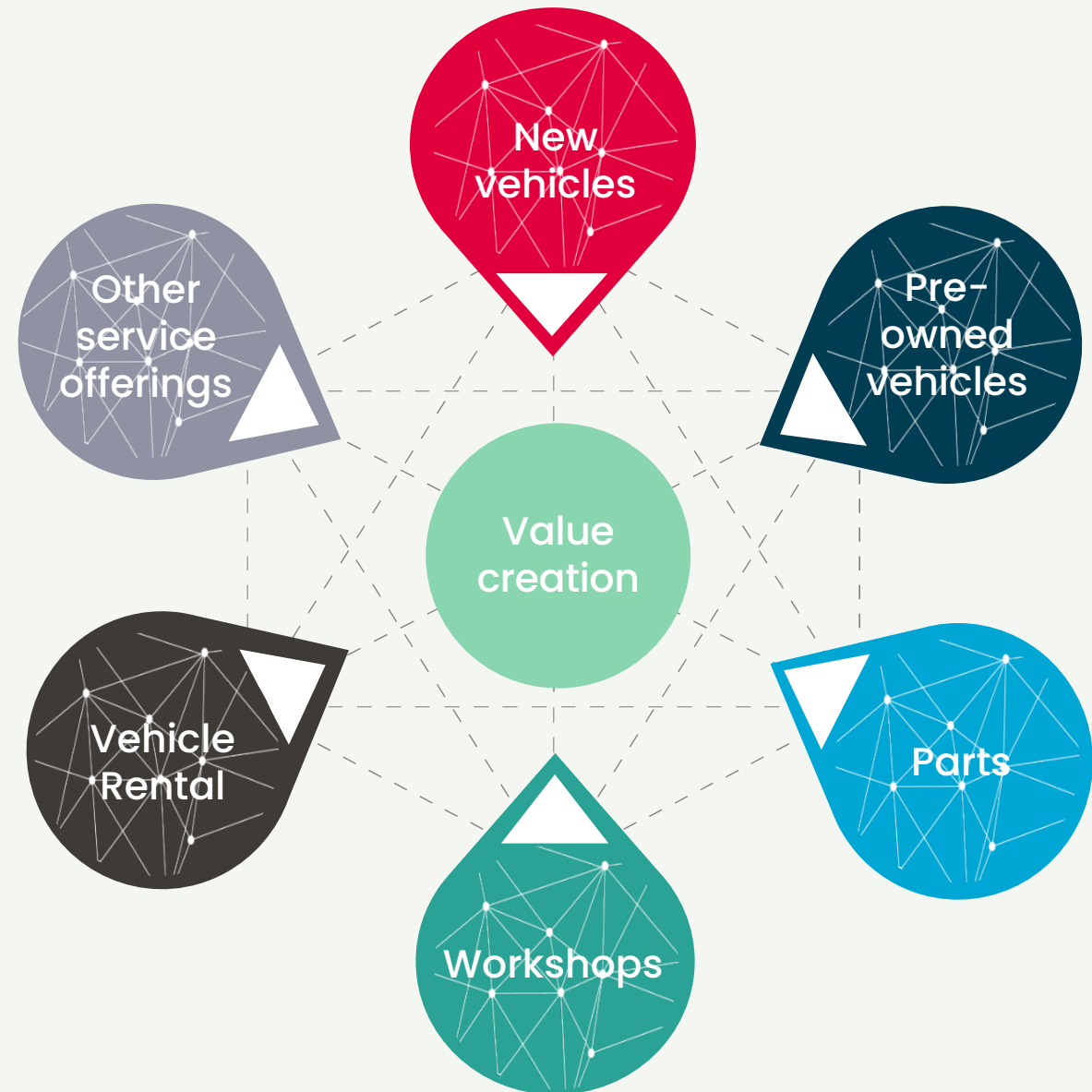
We are the **chosen route-to-market** for the entire automotive value chain

Agility to serve different areas of the market

Understand the market, the trends & our evolving customers' needs

Remain relevant with innovative products & services

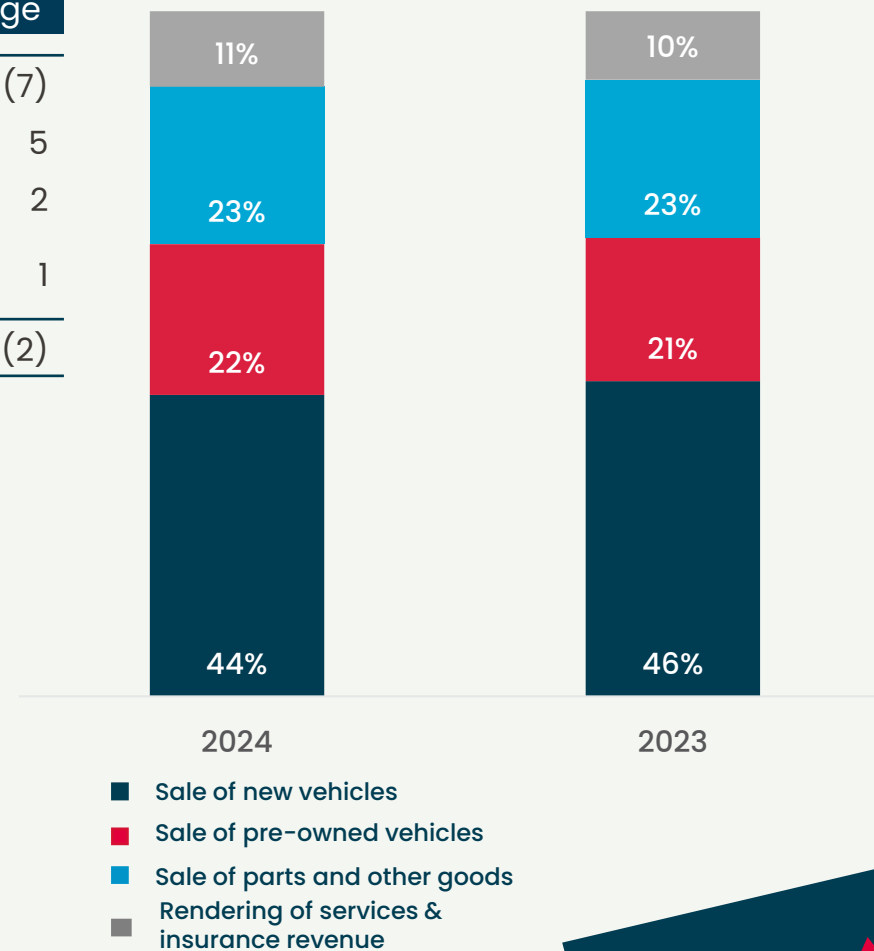
Position ourselves ahead of our competitors



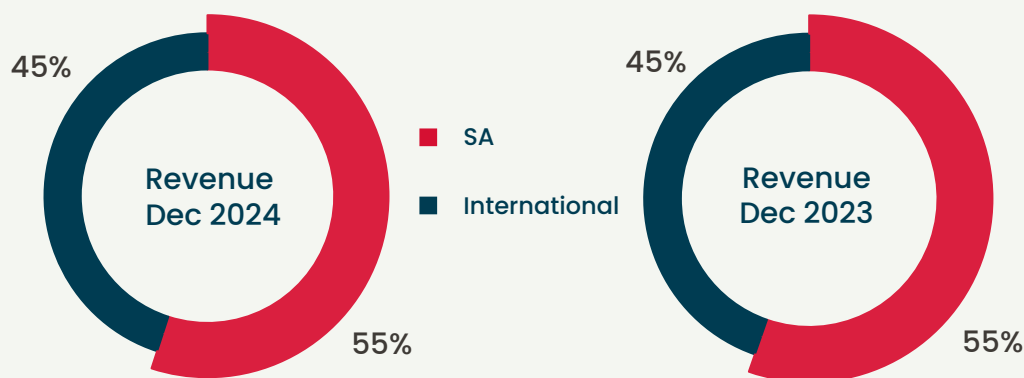
Revenue streams for the six months ended 31 December 2024

Rm	December 2024	December 2023	% change
Sale of new vehicles	24 273	26 207	(7)
Sale of pre-owned vehicles	12 588	11 959	5
Sale of parts and other goods	13 189	12 965	2
Rendering of services and insurance revenue	6 125	6 036	1
Total revenue	56 175	57 167	(2)

Revenue contribution per stream

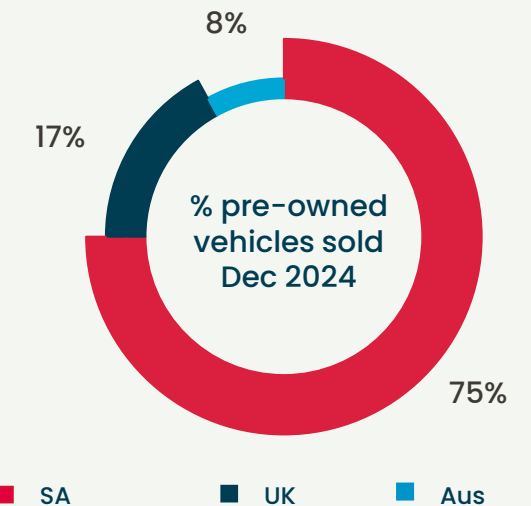
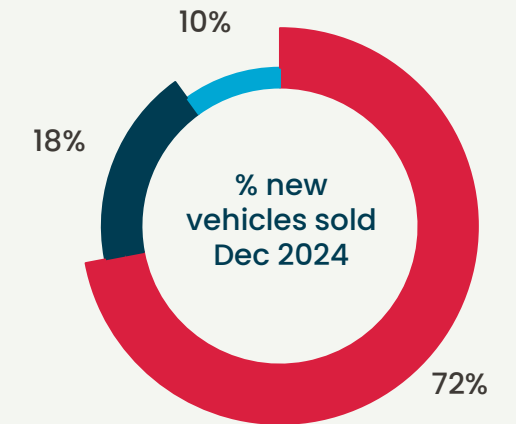


Revenue contribution per geography



Vehicle unit sales

Units	December 2024	December 2023	% change
New	60 376	64 076	(6)
- SA	43 526	46 185	(6)
- UK	10 579	11 437	(8)
- Aus	6 271	6 454	(3)
Pre-owned	45 131	43 747	3
- SA	33 923	34 113	(1)
- UK	7 727	6 854	13
- Aus	3 481	2 780	25
Total	105 507	107 823	(2)
- SA	77 449	80 298	(4)
- UK	18 306	18 291	-
- Aus	9 752	9 234	6

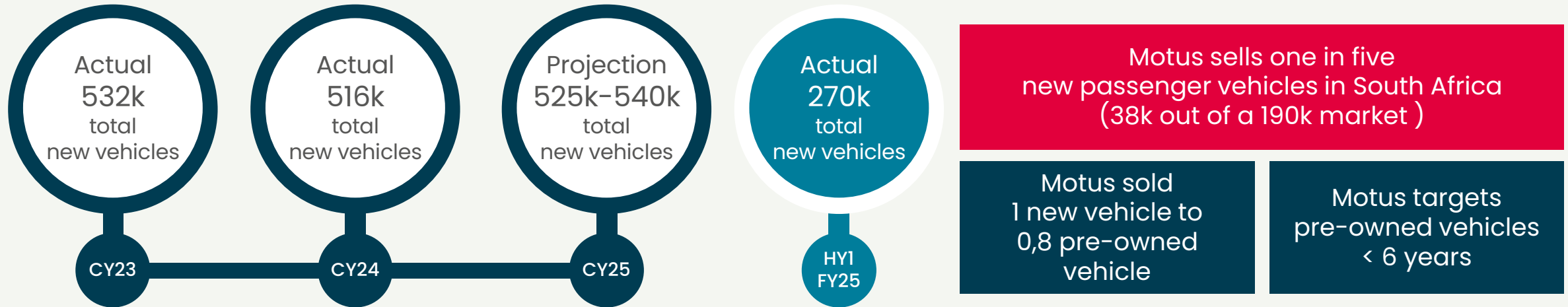


■ SA

■ UK

■ Aus

The South African vehicle market

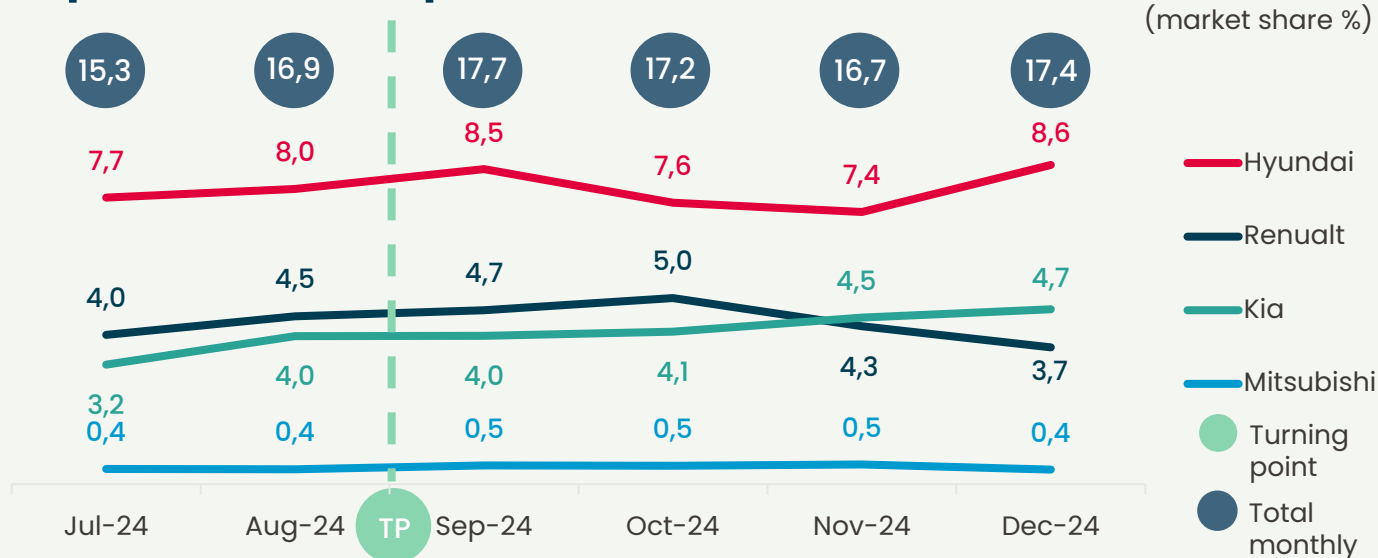


Current trends favouring Motus' market share

- Buying-down trend is continuing:
 - Changing to less premium brands.
 - Down-scaling to lower-priced category vehicles.
 - Opting for pre-owned vehicles.
- Customers have access to an omni-channel experience, with Motus investing in online platforms.

Passenger market share for the period | Importer brands

Importer (%)	December 2024 6 months Ranking	December 2024 6 months YTD	June 2024 12 months YTD
Hyundai	4 th	7,9	7,8
Renault	6 th	4,4	5,3
Kia	8 th	4,1	4,2
Mitsubishi	20 th	0,5	0,5
Total		16,9	17,8



Our response

Diversify our product portfolio

Introduce new models that cater to different market segments, to appeal to evolving consumer preferences. Refer slide 11.

Offer a range of vehicles at various price points to attract a broader customer base.

OEM support

Negotiate better pricing & support with OEMs.

Consistent supply of vehicles & parts.

Enhance customer experience





Continue to invest in digital platforms to improve the online vehicle-buying experience.

Provide exceptional aftersales service, including extended warranties, maintenance plans, & customer loyalty programs.





Focus on brand positioning

Differentiate the brand through targeted marketing campaigns that emphasise unique selling points.





New Model Launches: Importers | 1 July 2024 to 30 June 2025

	 HYUNDAI			 MITSUBISHI MOTORS
	Hyundai	Renault	Kia	Mitsubishi
July	I20 ²			
August				Pajero Sport ²
September	Exter ¹			
October			Sonet ²	
November	Creta ²			Triton ¹
December				
January				Outlander Sport ¹
February				Xpander Cross ²
March		Duster ²		
April	Tucson ²		Sorento ² & Seltos ²	
May	Alcazar ¹		Carnival ² & Picanto ²	
June	Santa Fe ¹			Outlander ²

Initiatives to enhance business performance | Vehicle







Business	Segment	Geography	Transaction	Rationale	Effective date
TATA Passenger	Import & Distribution	SA 	The Group has entered into a distribution agreement with TATA to be the exclusive importer of passenger vehicles into SA & certain neighbouring countries.	Global brand, being the 3 rd largest automotive player in India, re-entering SA. Well-positioned to play in the entry-level to small & medium SUV segments.	Mid CY25
Brand representation	Retail & Rental	SA 	Increased total brand representation from 34 brands at June 2024, to 39 brands at Dec 2024, including 8 new-entry Asian brands across 12 dealerships.	Expanding brand representation to meet customer preferences.	Ongoing
Toyota Passenger	Retail & Rental	Australia 	Acquiring a Toyota dealership in NSW, Australia.	New brand to strengthen our Australia Retail portfolio. Toyota is the best performing brand in Australia.	March 2025
Mercedes Commercial: Truck & Van business	Retail & Rental	UK 	The Group has decided to dispose of the Mercedes Commercial Vehicle: Truck & Van business (MTV) in the UK (a disposal group classified as held-for-sale).	Reduce portfolio complexity & provide strategic clarity. This will allow the business to focus on our DAF commercial operation.	March 2025

Initiatives to enhance business performance | Non-Vehicle

Business	Segment	Geography	Transaction	Rationale	Effective date
Vehicle Asset Finance	Mobility Solutions	SA	 A newly formed VAF alliance with ABSA (profit-sharing arrangement).	Strengthen partnerships with vehicle financiers, ensuring that customers are presented with competitive finance offers & that credit approval rates are maximised on our dealer floors.	FY 2025
M-Sure & LiquidCapital	Mobility Solutions	SA	 Develop innovative digital channels to market, reducing dependency on dealer floors for sales of VAPS.	Protection against the volatility & cyclicity of new vehicle sales in the SA market. Solve for under-served customer needs.	Ongoing
Aftermarket Parts: Out-of-warranty vehicles	Aftermarket Parts	UK	 FAI PRO gained traction in the market following acceptance testing. Demand resulted in additional warehouse being operationalised in Milton Keynes.	Private label products (FAI PRO) for exclusive use in retail channel.	FY 2025
Aftermarket Parts: Out-of-warranty vehicles	Aftermarket Parts	SA	 Improved inventory availability, together with the successful acceptance of the FAI & FAI PRO products. Supply chain optimisation.	Improved performance of the SA business.	Ongoing

Financial highlights

“Tale of two” quarters

Financial measure	Quarter 1 performance	Quarter 2 performance
Revenue		
Operating profit		
Net finance costs		

Financial highlights (cont.)

Revenue

↓2%

R56 175 million

(2023: R57 167 million)

Operating profit

↓4%

R2 539 million

(2023: R2 647 million)

Net finance costs

↓10%

R1 010 million

(2023: R1 124 million)

Profit before tax

↑2%

R1 538 million

(2023: R1 507 million)

Earnings
per share

↑1%

**675 cents
per share**

(2023: 666 cents per share)

Headline earnings
per share

↑3%

**681 cents
per share**

(2023: 662 cents per share)

Interim dividend declared
per ordinary share

240 cents per share

(2023: 235 cents per share)

Financial highlights (cont.)

Equity to
net debt structure

56% : 44%

(2023: 52% : 48%)

Cash flows from
operating activities

R186 million

(2023: outflow of R230 million)

Return on
invested capital¹

10,7%

(2023: 11,8%)

Net debt to EBITDA
(debt covenant)²

2,1 times

(Required to be less than 3 times)

(2023: 2,1 times)

Weighted average
cost of capital¹

9,9%

(2023: 10,2%)

EBITDA to net interest
(debt covenant)²

3,8 times

(Required to be more than 3 times)

(2023: 4,4 times)

Net asset value
per ordinary share

10 710 cents per share

(2023: 9 957 cents per share)

↑8%

Financial overview

Extracts from Statement of Profit or Loss for the six months ended 31 December 2024

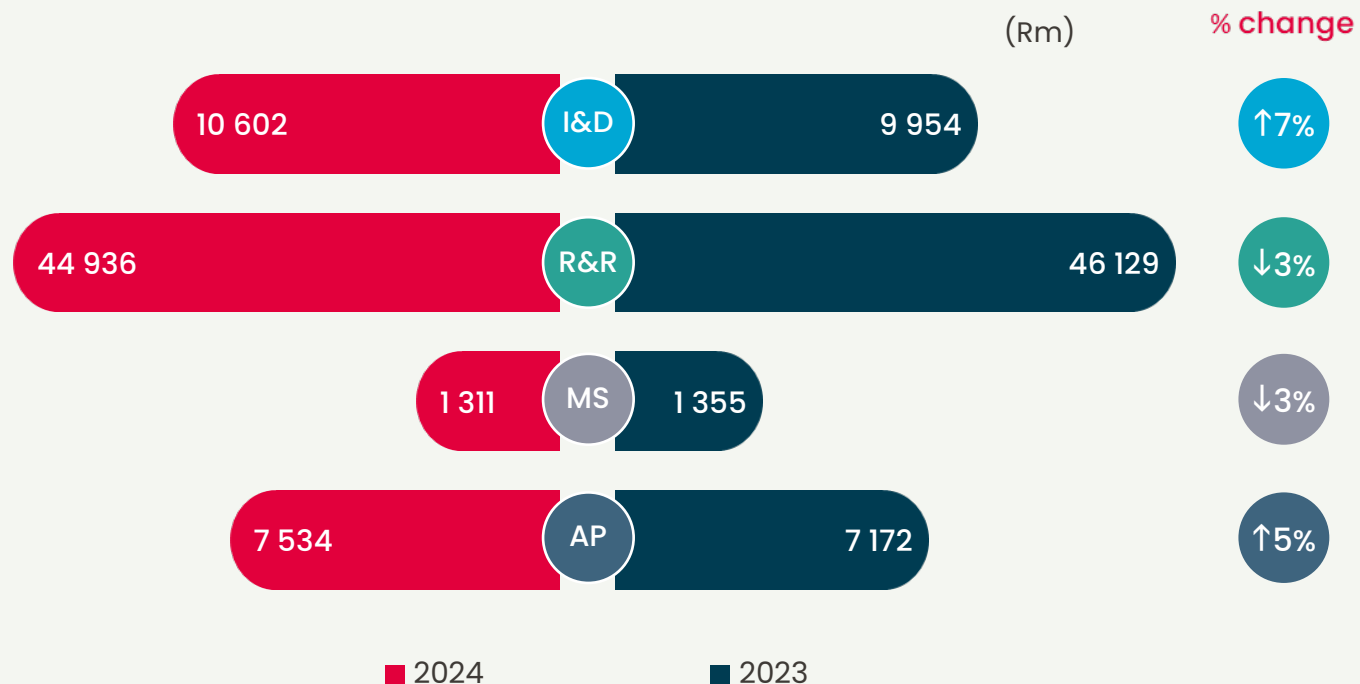
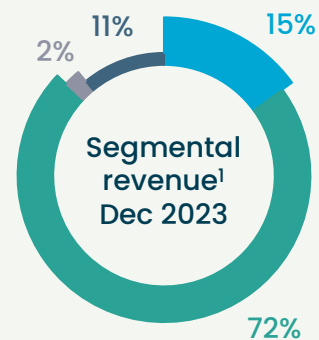
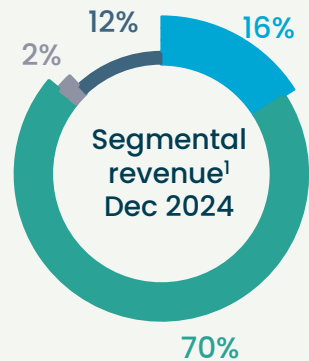
Rm	December 2024	December 2023	% change
Revenue	56 175	57 167	(2)
Operating profit	2 539	2 647	(4)
Net finance costs	(1 010)	(1 124)	(10)
Profit before tax	1 538	1 507	2
Income tax expense	(387)	(374)	3
Attributable profit to owners of Motus	1 127	1 112	1
Effective tax rate (%)	25,5	25,2	
Basic earnings per share (cents)	675	666	1
Headline earnings per share (cents)	681	662	3
Dividend per share (cents)	240	235	2

Comments

- **Revenue** decreased by R992 million mainly impacted by:
 - reduced contributions from Retail & Rental & Mobility Solutions, offset by partially offset by increased contributions from Aftermarket Parts & Import and Distribution.
 - decreased contributions from new vehicle sales of R1 934 million, offset by increased contributions from pre-owned vehicle sales of R629 million & parts & other goods sales of R224 million.
- **Operating profit** decreased by R108 million mainly impacted by:
 - margin pressure, strong competition & reduced demand experienced across our SA operations (Importers & SA Retail) & the International Retail operations (UK & Australia); &
 - offset by the performance of our Vehicle Rental division, the Mobility Solutions segment & the Aftermarket Parts segment (SA & International).
- **Net finance costs** decreased by R114 million mainly due to lower average net working capital over the period & a reduction in net debt of R994 million compared to 31 Dec 2023.
- **Effective tax rate** of 25,5% is lower than the Company tax rate of 27% in SA mainly due to exempt dividend income, related fair value adjustments & the foreign tax differential.

Financial overview | Revenue contribution per segment

Rm	December 2024	December 2023	% change
Revenue	56 175	57 167	(2)



I&D Import and Distribution

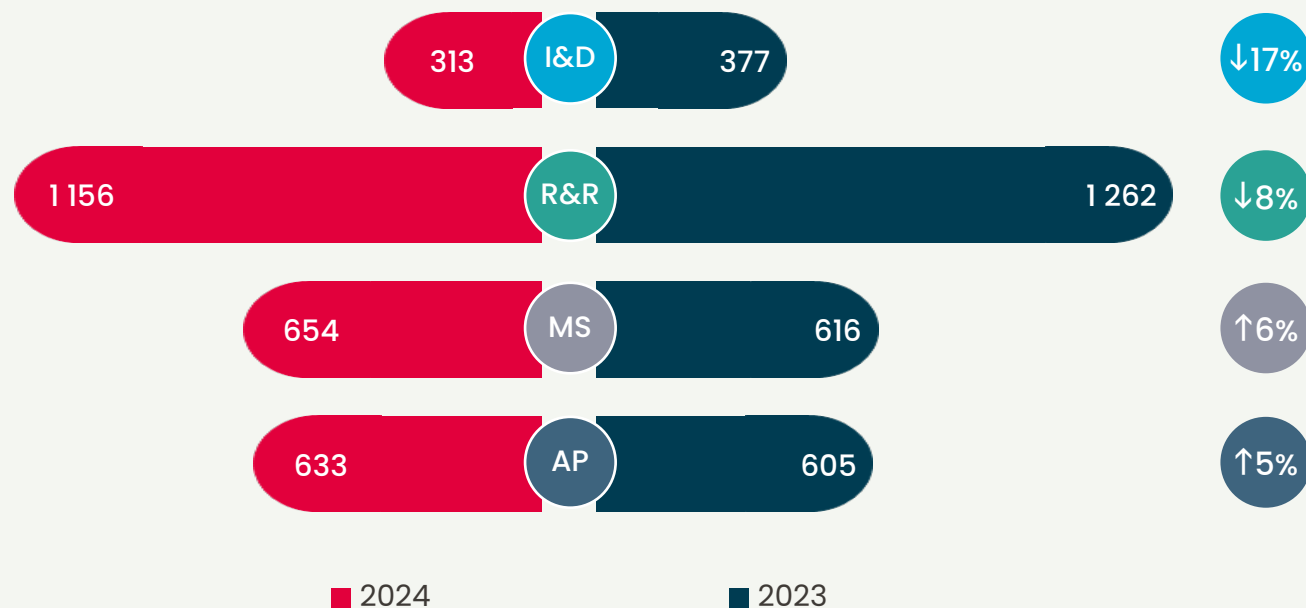
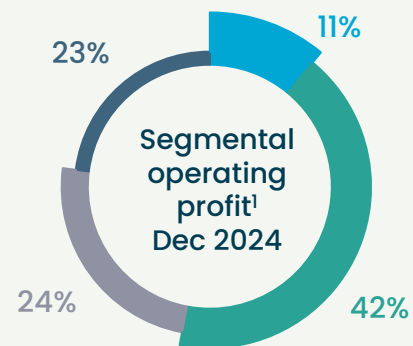
R&R Retail and Rental

MS Mobility Solutions

AP Aftermarket Parts

Financial overview | Operating profit contribution per segment

Rm	December 2024	December 2023	% change
Operating profit	2 539	2 647	(4)



I&D Import and Distribution

R&R Retail and Rental

MS Mobility Solutions

AP Aftermarket Parts

Financial overview (cont.)

Business segment overview – Import and Distribution

	December 2024	December 2023	% change
Revenue (Rm)	10 602	9 954	7
Operating profit (Rm)	313	377	(17)
Operating margin (%)	3,0	3,8	

Comments

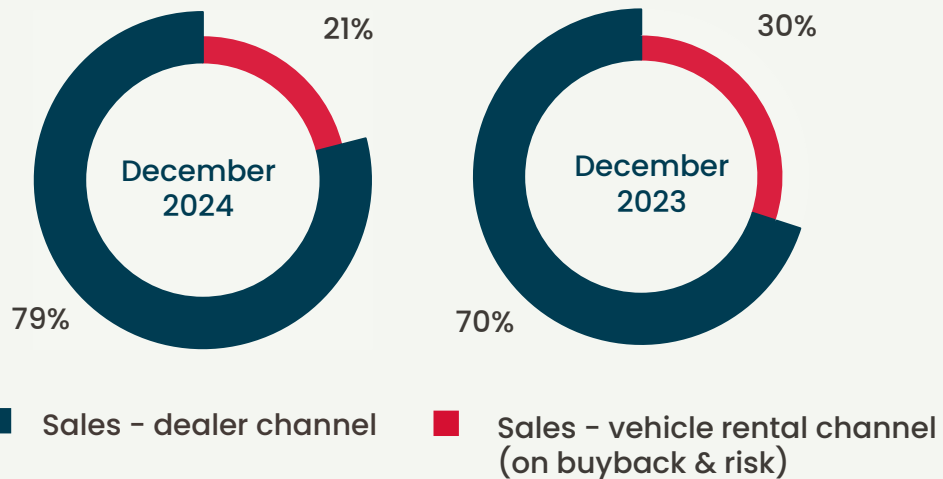
- **Revenue** increased by 7% mainly due to:
 - increased volumes being sold to the dealer channel; &
 - reduced volumes to vehicle rental on buy-back (revenue not recognised).
- **Operating profit** declined by 17% primarily driven by:
 - higher vehicle & parts costs;
 - exchange rate volatility affecting vehicle & parts purchases; &
 - margin compression due to the competitor landscape.



Financial overview (cont.)

Business segment overview – Import and Distribution (cont.)

Channel sales volume split



Forward cover on vehicles

The Group actively manages currency volatility effects through established hedging strategies, policies & governance structures.

Hyundai, Renault & Kia have the following forward cover:

- **Euro:** to August 2025 at average rates of R20,06¹.
- **US Dollar:** to August 2025 at average rates of R18,20¹.

Other considerations

- The importer brands continue to face market pressure & are being negatively impacted by:
 - the slow-down in consumer demand in quarter 1;
 - strong competition from the Asian brands further penetrating the market; &
 - consumers buying-down to entry-level vehicles or opting for pre-owned vehicles, which is negatively impacting the mix of vehicles sold.

Financial overview (cont.)

Business segment overview – Retail and Rental

	December 2024	December 2023	% change
Revenue (Rm)	44 936	46 129	(3)
Operating profit (Rm)	1 156	1 262	(8)
Operating margin (%)	2,6	2,7	

Comments

- **Revenue & operating profit** decreased by 3% & 8%, respectively – refer following slides.

The Retail and Rental segment sold:

- 41 967 new units (2023: 42 108); &
- 43 681 pre-owned units (2023: 43 241).



Financial overview (cont.)

Business segment overview – Retail and Rental (cont.)



SA Retail

Revenue & operating profit decreased by 1% & 14%, respectively.

The business is being negatively impacted by:

- reduced consumer disposable income;
- the buying-down trend;
- intense competition in the market; &
- the shift in sales from new to pre-owned vehicles as a result of customer affordability.

Sold 25 117 new units (2023: 24 217) & 32 473 pre-owned units (2023: 33 607).



Vehicle Rental

Revenue & operating profit increased by 2% & 12%, respectively.

The division performed well benefitting from:

- average daily rate increases;
- average vehicle utilisation levels being maintained at 70%; &
- improved cost management.



Financial overview (cont.)

Business segment overview – Retail and Rental (cont.)



UK Retail

Revenue & operating profit decreased by 6% & 18%, respectively.

- The UK commercial revenue & operating profit decreased mainly due to:
 - reduced demand as a result of elevated interest rates; &
 - recent new vehicle selling price increases.
- The UK passenger division revenue increased, with operating profit decreasing.
 - Revenue increased as a result of increased fleet customer sales, albeit at lower margins.
 - The retail passenger market declined as a result of:
 - the constrained consumer;
 - elevated interest rates; &
 - the move towards NEVs¹ disrupting the market & certain restrictions being applied to ICE² vehicle sales by manufacturers.

Sold 10 579 new units (2023: 11 437) & 7 727 pre-owned units (2023: 6 854).



Financial overview (cont.)

Business segment overview – Retail and Rental (cont.)

Australia Retail

Revenue increased by 1% as a result of:

- improved pre-owned vehicle volumes; &
- bolt-on acquisitions concluded in the prior year.

Operating profit decreased by 2% due to:

- margin pressure; &
- reduced new vehicle volumes.

Sold 6 271 new units (2023: 6 454) & 3 481 pre-owned units (2023: 2 780).



Financial overview (cont.)

Business segment overview – Mobility Solutions

	December 2024	December 2023	% change
Revenue (Rm)	1 311	1 355	(3)
Operating profit (Rm) ¹	654	616	6

Comments

- **Revenue** decreased by 3% mainly as a result of:
 - reduced insurance revenue due to lower gross premium earned; &
 - offset by an increase in fund revenue, fleet revenue & telesales.
- **Operating profit** increased by 6% mainly due to:
 - improved service & maintenance fund profitability;
 - resilient performance of VAPS sales; &
 - new product initiatives with strategic partners gaining traction.



Financial overview (cont.)

Business segment overview – Aftermarket Parts

	December 2024	December 2023	% change
Revenue (Rm)	7 534	7 172	5
Operating profit (Rm)	633	605	5
Operating margin (%)	8,4	8,4	

Comments

- Revenue & operating profit increased by 5% - refer following slides.



Financial overview (cont.)

Business segment overview – Aftermarket Parts (cont.)



SA Aftermarket Parts

Revenue & operating profit increased by 7% & 20%, respectively, due to:

- improved inventory availability; &
- increased demand.

Margins remain under pressure due to:

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



Financial overview (cont.)

Business segment overview – Aftermarket Parts (cont.)

International

Revenue & operating profit increased by 15% & 11%, respectively.



UK Aftermarket Parts

Revenue & operating profit increased by 4% & 11%, respectively.

- Both the wholesale (FAI & ADC) & retail (MPD) operations contributed to revenue growth, with increased volumes, including FAI PRO sales.
- The retail operation's operating profit exceeded the prior year as margins were maintained & volumes increased.



Asia Aftermarket Parts

Revenue & operating profit increased by 63% & 8%, respectively.

- The improved performance resulted from increased sales to SA & the UK.



Financial overview (cont.)

Statement of Financial Position as at 31 December 2024

Rm Assets	December 2024	June 2024	% change
Goodwill and intangible assets	6 502	6 490	-
Investments in associates and joint ventures	295	271	9
Property, plant and equipment	8 206	8 190	-
Right-of-use assets	2 877	3 162	(9)
Investments and other financial assets	512	481	6
In-substance insurance contracts	225	222	1
Vehicles for hire	5 719	4 818	19
Net working capital (refer next slide)	14 082	13 061	8
Taxation assets	1 500	1 688	(11)
Assets classified as held-for-sale	1 520	727	>100

Comments

- **Right-of-use assets** decreased mainly due to depreciation & reclassification to assets classified as held-for-sale. Offset by new leases entered into, renewals or extensions, bolt-on acquisitions & currency adjustments.
- **Investments & other financial assets** increased mainly due to the higher dividend yield from bank alliances.
- **Vehicles for hire** increased due to up-fleets as a result of the rental season with vehicle rental companies & rental commitments.
- **Taxation assets** decreased mainly due to reduced deferred tax assets resulting from the increase in taxable temporary differences.
- **Assets classified as held-for-sale** increased due to a disposal group (MTV), offset by reduced non-strategic properties.

Financial overview (cont.)

Net working capital as at 31 December 2024

Rm	December 2024	June 2024	% change
Inventories	28 532	27 379	4
Trade and other receivables	8 425	7 451	13
Derivatives	254	(182)	>100
Trade and other payables including provisions ¹	(23 129)	(21 587)	7
Total	14 082	13 061	8

Comments

Net working capital increased due to:

- Inventory increased mainly in our Aftermarket Parts & Importer businesses as a result of improved availability in SA Aftermarket Parts ; the introduction of FAI in SA & FAI PRO in both SA & the UK; & additional orders with OEMs in our Importer businesses.
- Trade & other receivables increased mainly due to sales & volume incentives.
- The net derivative asset increased mainly as a result of the FEC mark-to-market valuation adjustments following the weakening of the Rand against major currencies.
- Offset by an increase in:
 - Floorplan payables due to the increase in inventory & vehicles for hire, & improved business activity; &
 - Trade & other payables due to the increase in inventory & improved business activity.

Financial overview (cont.)

Statement of Financial Position as at 31 December 2024 (cont.)

Rm Liabilities	December 2024	June 2024	% change
Contract liabilities (service, maintenance and warranty contracts)	(2 898)	(2 930)	(1)
Lease liabilities	(3 197)	(3 533)	(10)
Core interest-bearing debt (refer next slide)	(12 653)	(11 159)	13
Floorplans from financial institutions (refer next slide)	(2 559)	(2 685)	(5)
Liabilities classified as held-for-sale	(308)	-	>100
Other liabilities	(663)	(666)	-

Comments

- **Contract liabilities** decreased mainly due to lower replacement vehicle sales on the back of lower sales volumes. These funds are released to revenue over a two-to-five-year period.
- **Lease liabilities** decreased mainly due to lease payments, reclassification to liabilities classified as held-for-sale & the derecognition of leases. Offset by new leases entered into, renewals or extensions, finance costs & bolt-on acquisitions & currency adjustments.
- **Liabilities classified as held-for-sale** relates to lease liabilities pertaining to a disposal group (MTV).

Financial overview (cont.)

Statement of Financial Position as at 31 December 2024 (cont.)

Rm Liabilities	December 2024	June 2024	% change on June 2024	December 2023	% change on Dec 2023
Core interest-bearing debt	(12 653)	(11 159)	13	(12 741)	(1)
Floorplans from financial institutions	(2 559)	(2 685)	(5)	(3 465)	(26)
Net debt	(15 212)	(13 844)	10	(16 206)	(6)
Split of net debt between geographic regions					
SA portion of net debt (%)	78	80		80	
International portion of net debt (%)	22	20		20	

Comments

- **Core interest-bearing debt** increased primarily due to:
 - the increase in fixed assets, net working capital, vehicles for hire & bolt-on acquisitions; &
 - the reduction of floorplan debt from financial institutions.
 - offset by profit generated for the period.
- **Floorplans from financial institutions** decreased mainly due to:
 - the settlement of floorplans in our Importer business, Australia Retail & UK Retail.
 - partially offset by:
 - up-fleets with vehicle rental companies in Mobility Solutions; &
 - increased floorplans in SA Retail.

Financial overview (cont.)

Statement of Cash Flows for the six months ended 31 December 2024

Rm	December 2024	December 2023
Cash generated from operations before movements in net working capital and vehicles for hire	3 855	3 909
Movements in net working capital	(904)	345
Movements in vehicles for hire ¹	(1 662)	(3 061)
Cash generated from operations before interest, dividends and taxation paid¹	1 289	1 193
Finance costs paid	(1 054)	(1 184)
Finance income received	51	34
Dividend income received	207	162
Taxation paid	(307)	(435)
Cash flows from operating activities	186	(230)

Comments

- The movements in net working capital of R904 million is mainly as a result of an increase inventory & trade & other receivables. Partially offset by an increase in floorplan payables & trade & other payables.
- The movements in vehicles for hire of R1,7 billion is due to increased vehicle rental up-fleets required to meet seasonal demand, which were supported by fleet availability.

34 ¹ The movements in vehicles for hire is now disclosed as part of cash generated from operations before interest, dividends and taxation paid. The comparative amounts have been restated to align with the disclosures of the consolidated statement of cash flows in the audited consolidated annual financial statements for the year ended 30 June 2024.

Financial overview (cont.)

Statement of Cash Flows for the six months ended 31 December 2024 (cont.)

Rm	December 2024	December 2023
Cash flows from operating activities	186	(230)
Cash outflow on the acquisition of businesses	(180)	(558)
Capital expenditure	(410)	(352)
Movement in in-substance insurance contracts and investments in associates and joint ventures	(21)	(6)
Advances of other financial assets	-	(21)
Dividends paid	(491)	(701)
Other	(28)	(2)
Increase in debt	(944)	(1 870)

Comments

- Cash outflow on the acquisition of businesses of R180 million relates to the following bolt-on acquisitions - UK Retail business: service centre, SA Aftermarket Parts: franchise stores & UK Aftermarket Parts: MPD store.
- A final dividend of 285 cents per share was declared & paid in Oct 2024 amounting to R503 million, the Ukhamba dividend received in Dec 2024 amounting to R16,4 million & dividends paid to non-controlling interests amounting to R4 million.

Financial overview (cont.)

Cash flow | Generation & utilisation

(Rm)

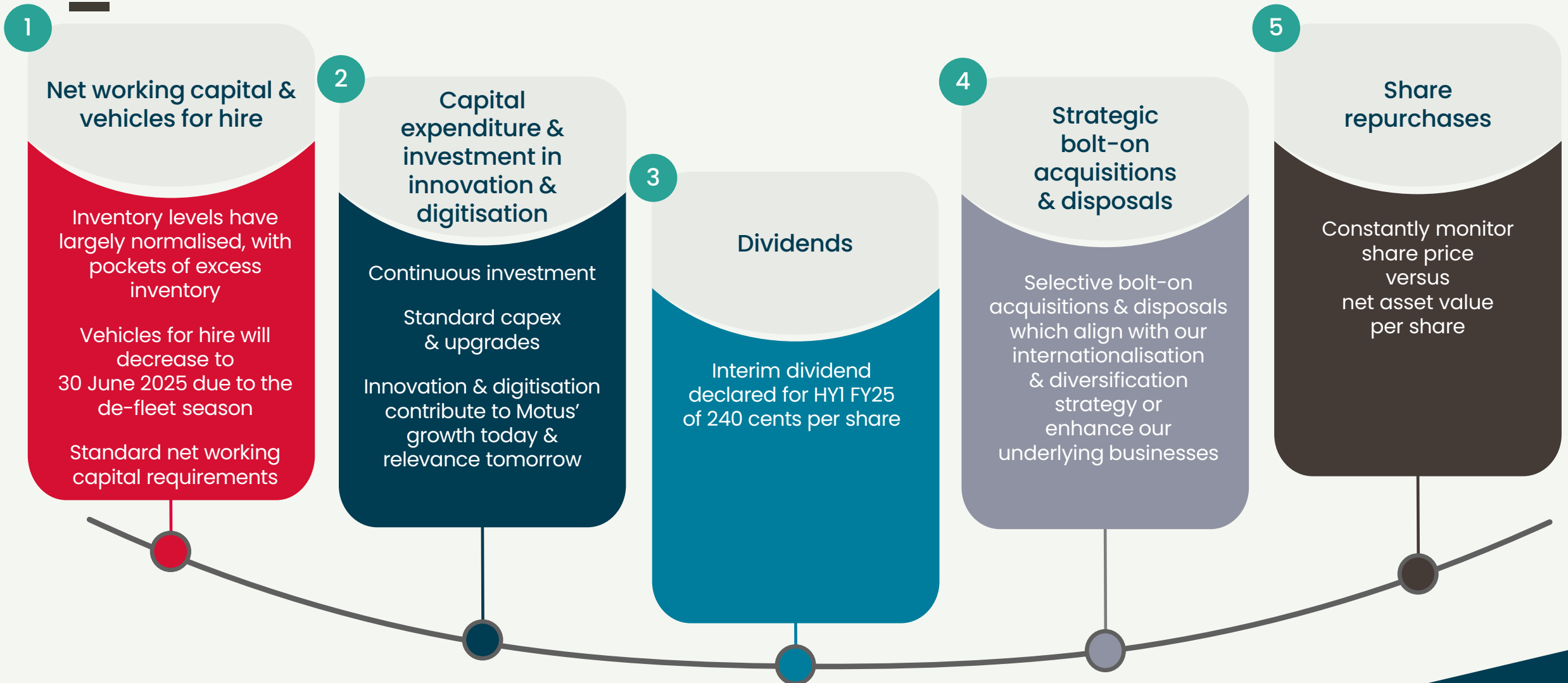
Debt 30 June 2024 ¹			(17 377)
Cash generated from operations before movements in net working capital			3 855
Movements in net working capital			(904)
Movements in vehicles for hire			(1 662)
Net finance costs paid			(1 003)
Dividend income received			207
Taxation paid			(307)
Acquisition of businesses			(180)
Capital expenditure			(410)
Dividends paid			(491)
Other cash movements			(49)
Non-cash movements in debt			(88)
Debt 31 December 2024 ¹			(18 409)

Operating activities

Investing activities

Financing activities

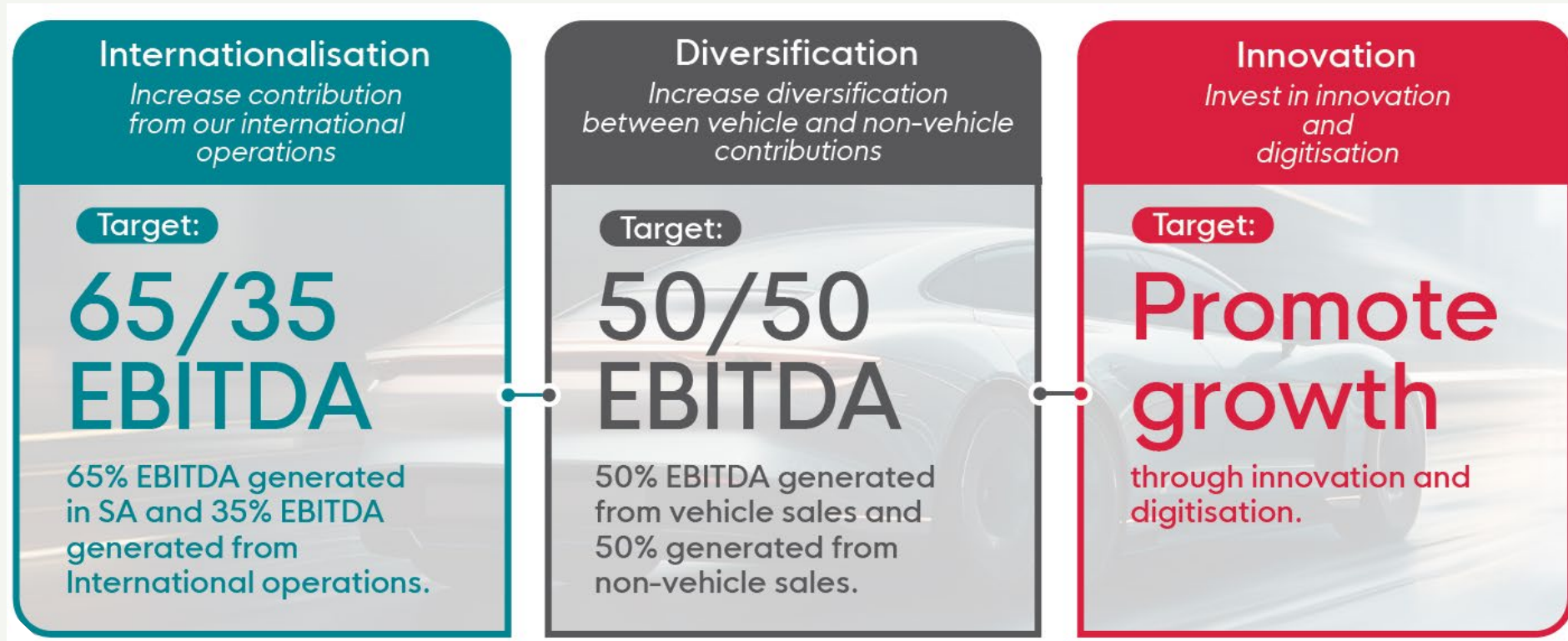
Capital allocation framework



Recent favourable credit ratings will provide opportunities to diversify our funding mix & provide increased flexibility.

Key focus areas for business growth & sustainability

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



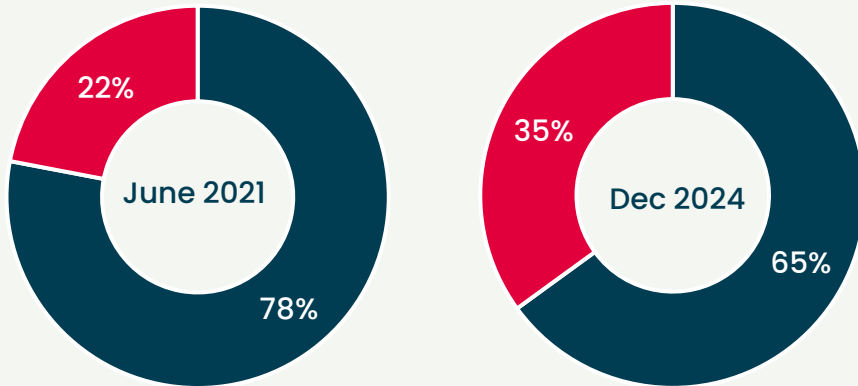
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Key focus areas for business growth & sustainability (cont.)

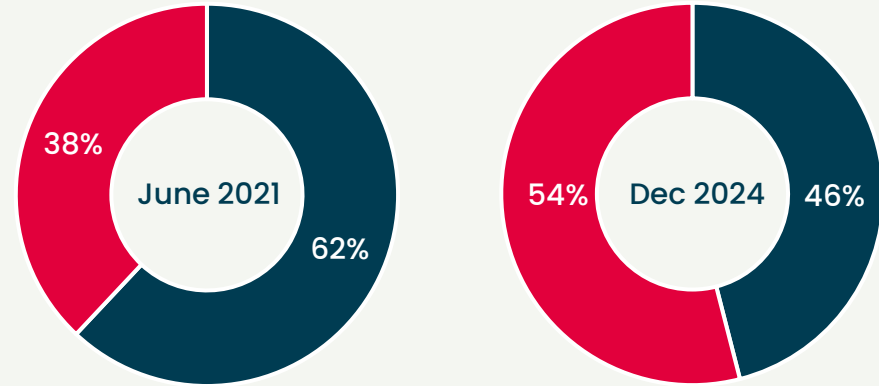
Tracking of Internationalisation progress



■ International ■ SA

Target = 65%/35%
EBITDA split
✓ Achieved

Tracking of Diversification progress



■ Generated from non-vehicle sales ■ Generated from vehicle sales

Target = 50%/50%
EBITDA split
✓ Achieved

Key focus areas for business growth & sustainability (cont.)

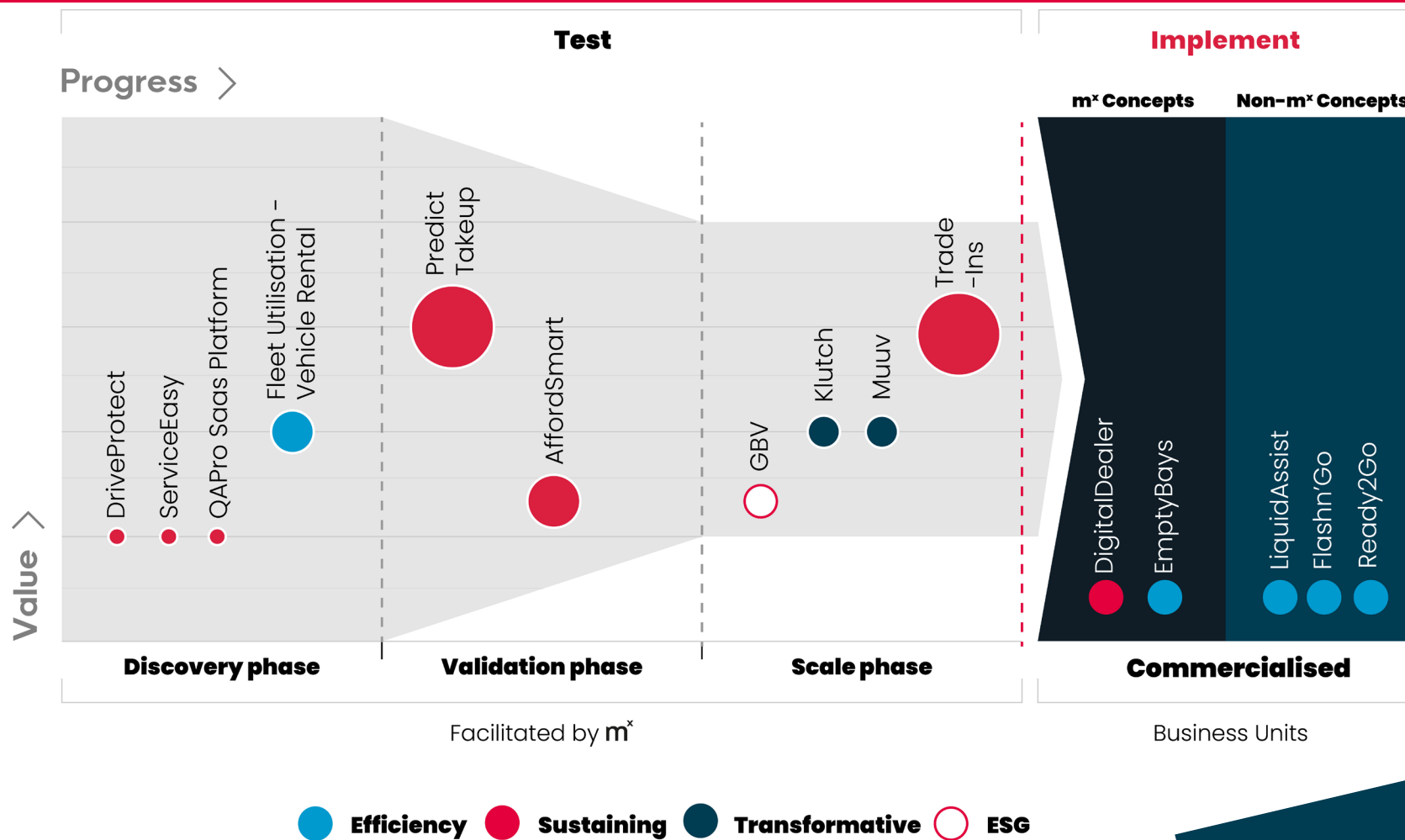
We have built a powerful innovation capability that allows us to adapt to changing customer behaviour & proactively shape the shifting market by responding to unmet customer needs.

This is made possible by creating a strong culture of decision-making based on real customer metrics & a robust innovation framework.

We continuously learn & evolve through testing & experimentation.

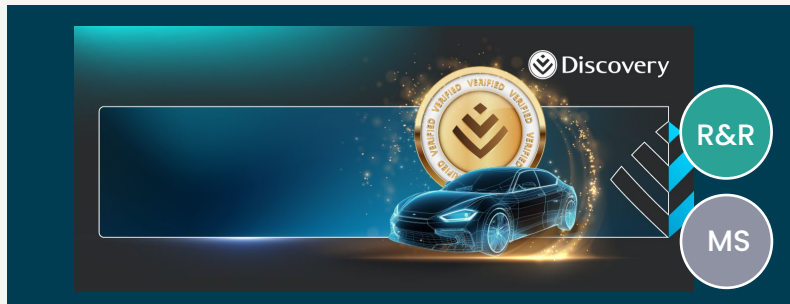
We also align with key partners to introduce innovative products to create customer value.

Tracking of Innovation progress



Key focus areas for business growth & sustainability (cont.)

Updates on key projects:



Discovery Insure launched Vitality Car Rating, a five-star system based on telematics & claims data. Vehicles with a five-star rating can receive up to a 15% resale value boost from Motus Select.

Opportunities

- Improved vehicle valuations with access to more reliable data – driver behaviour, accidents etc.
- Buy & sell high quality vehicles at the right price.
- Increased availability of quality pre-owned vehicles.
- Increased customer engagement on Motus Select website.



WhatsApp-based service which provides mechanics in informal areas easy access to their local Midas store's products.

Opportunities

- Increased sales.
- Market penetration.
- Economic empowerment.
- Enhanced customer experience.
- Data-driven insights.



Flash and Go is a simple, quick, easy, secure & once-off registration process, that allows Tempest customers to skip the queue when collecting their vehicle.

Opportunities

- Improved service experience.
- Improved efficiency & accuracy.
- Improved security & reduction of fraud risk (validated to 3rd sources like the Department of Home Affairs).

Key focus areas for business growth & sustainability | Growth strategy



South Africa

- Re-introduce and establish TATA in the market.
- Optimise the dealership footprint, including multi-franchising, & ensure correct brand representation.
- Reformulate our pre-owned vehicle strategy.
- Grow Mobility Solutions via increased products & services offerings.
- Innovate & collaborate with strategic business partners across adjacent sectors.
- Bolt-on complementary acquisitions in Aftermarket Parts which can supplement existing regions & brands where there is an existing Motus presence & infrastructure.
- Drive private label products, FAI PRO.



United Kingdom (& entering Europe)

- Bolt-on complementary commercial vehicle acquisitions for service centres.
- Organic growth via products & new jurisdictions.
- Drive private label products, FAI PRO.



Australia

- Bolt-on complementary passenger vehicle acquisitions in the dealer channel which can supplement existing regions & additional brands where there is an existing Motus infrastructure.
- Explore avenues of getting aftermarket parts products into the market.

Our enablers to achieve success

Our people

Culture & Capabilities

Digital, data & analytics

Innovation

Relationships

Key focus areas for business growth & sustainability | ESG milestones



Transformation

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

SA black representation of 79%

Group female representation of 32%

Black DP representation in SA of 60%

Board black representation of 50%

Board female representation of 40%

Management level	Dec 2024
Black representation	
Top (Exco)	45%
Senior	54%
Middle	54%
Junior	77%



Education

- 87 resource centres
- Over 100 000 learners
- 110 librarians employed



Safe scholar programme

- 3 024 schools
- 2,6 million learners



Unjani clinic network

- 244 health facilities
- 771 permanent jobs
- 107 000 average monthly consults

Key focus areas for business growth & sustainability | ESG milestones (cont.)

In November 2024 we converted our international debt funding of GBP 150 million from a Revolving Credit Facility into a sustainability-linked facility.

Targets include:

- KPI 1** Purchased electricity;
- KPI 2** Own vehicle fuel consumption;
- KPI 3** Diversity & inclusion - female representation occupying all management levels in SA; &
- KPI 4** Community development - learners having access to resource centres managed by the DP World and Motus Community Trust.

Prospects for the year ending 30 June 2025

We expect **stable financial performance**, comparing the year ending 30 June 2025 to the year ended 30 June 2024:

- Operating profit marginally below prior year.
- Low double-digits decline in net finance costs.
- Headline earnings in line with prior year.

Motus remains **cash generative** with **sufficient funding facilities** of R10,7 billion currently available.

Key factors that may influence the economic landscapes in which we operate include uncertainty stemming from geopolitical tension, inflation, currency volatility, changes in interest rates, fuel and energy costs, as well as potential impacts of future tax legislative changes.

Thank you!

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

Appendices



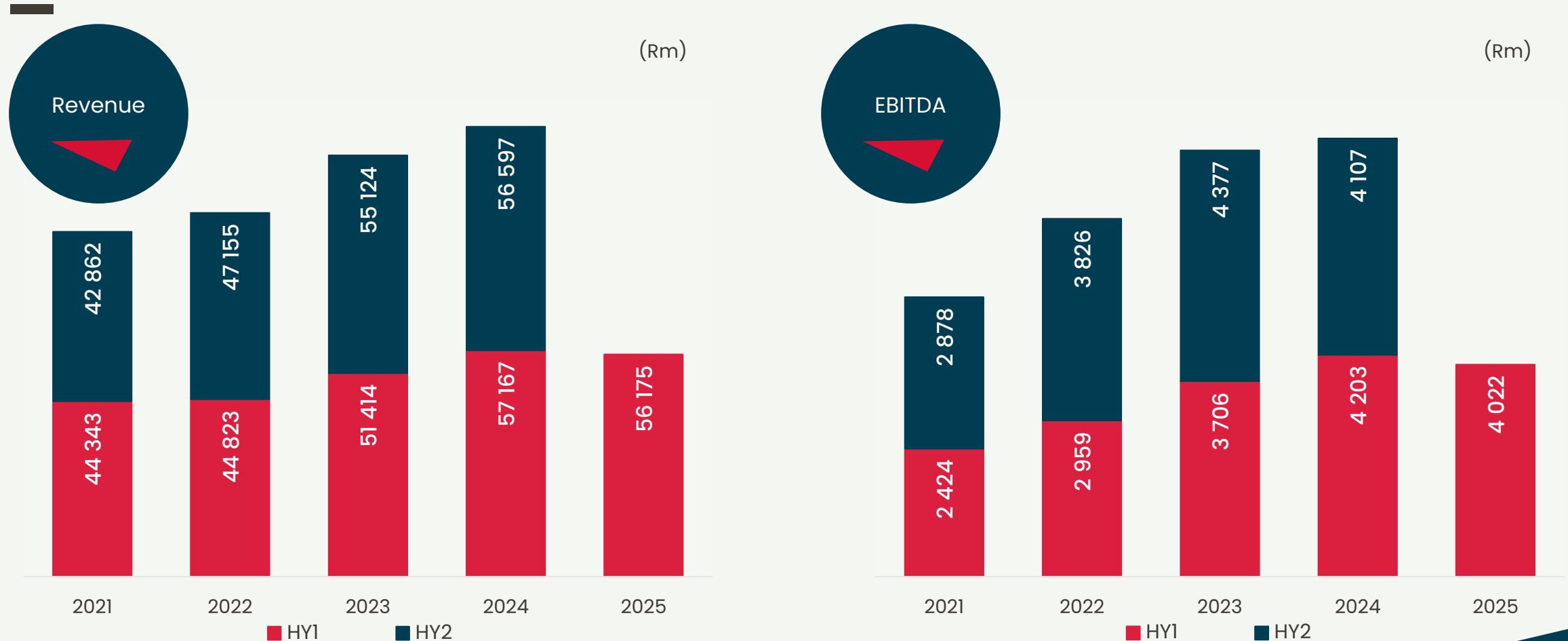
Financial overview

Extracts from Statement of Profit or Loss for the six months ended 31 December 2024

Rm	December 2024	December 2023	% change
Revenue	56 175	57 167	(2)
EBITDA	4 022	4 203	(4)
Operating profit	2 539	2 647	(4)
Operating margin (%)	4,5	4,6	
Profit/(losses) on disposal of property, plant and equipment, net of impairments	14	8	75
Other capital costs	(25)	-	>100
Net foreign exchange movements	20	(24)	>100
Net finance costs	(1 010)	(1 124)	(10)
Profit before tax	1 538	1 507	2
Income tax expense	(387)	(374)	3
Attributable profit for the period	1 151	1 133	2
Attributable to non-controlling interests	(24)	(21)	14
Attributable profit to owners of Motus	1 127	1 112	1

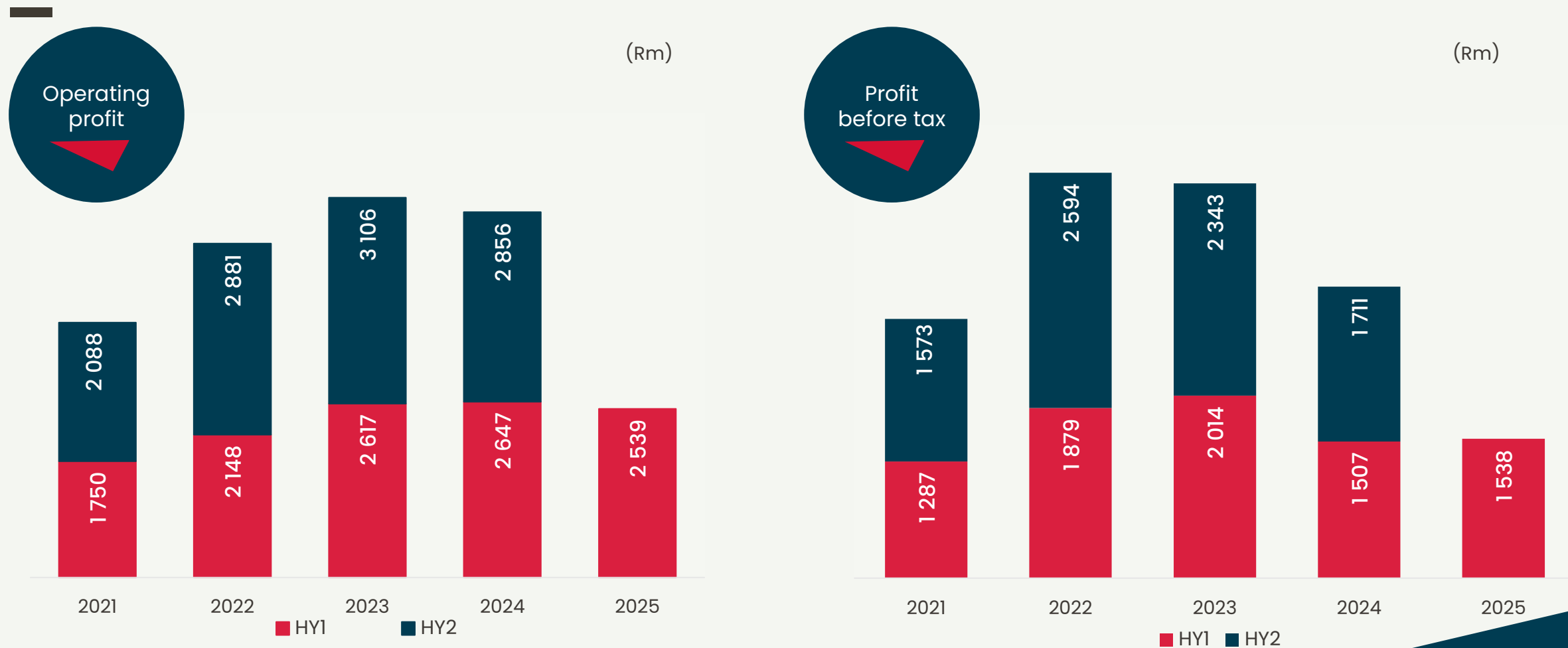
Financial overview

Key Profit or Loss highlights



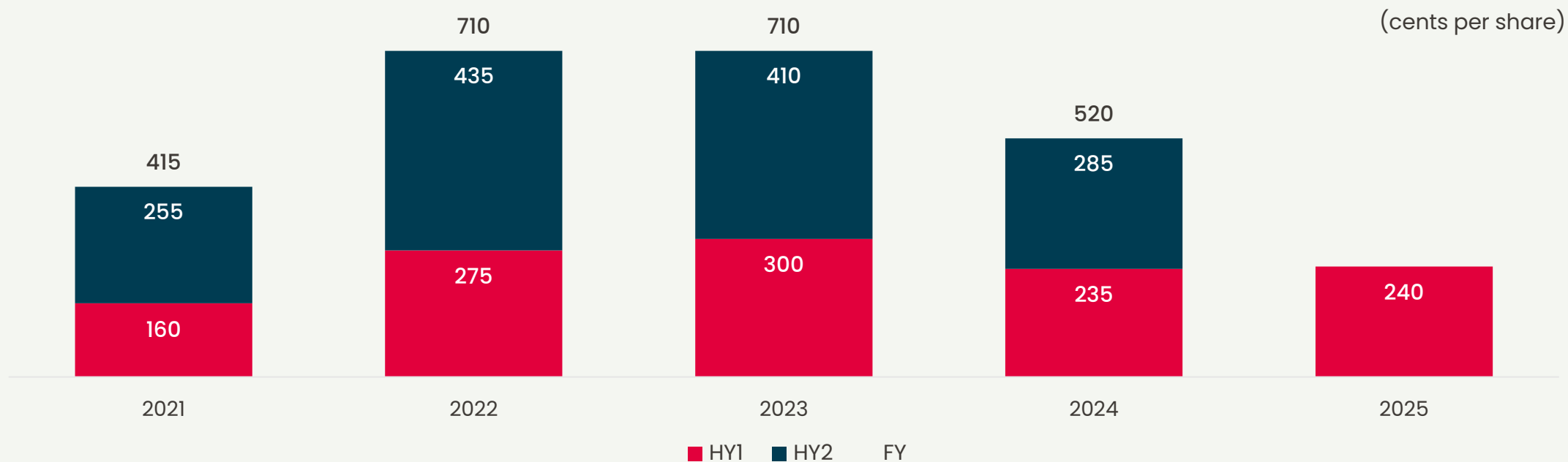
Financial overview

Key Profit or Loss highlights (cont.)



Financial overview

Dividends to shareholders



Percentage of headline earnings per share (%) ¹	~35	~35	~35	~35	~35
Dividend cover (times) ²	2,8	2,9	2,9	2,8	2,8

Where we play



New vehicle market

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

Life of new vehicle

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

Pre-owned vehicle market & Trade-in

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

Pre-owned vehicle market & Trade-in

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

Segments



Import and Distribution



Retail and Rental



Mobility Solutions



Aftermarket Parts

Segmental overview

Import and Distribution	Retail and Rental	Mobility Solutions	Aftermarket Parts
<ul style="list-style-type: none"> - Exclusive South African importer of Hyundai, Renault, Kia & Mitsubishi - Operates in SA & neighbouring countries - Exclusive distribution rights for Hyundai in five, Renault & Kia in four, & Mitsubishi in nine African countries - Exclusive distribution rights for Nissan in four & Haval in two East African countries - ~16,9% passenger only new vehicle market share in SA - Vehicle parc >565 000 vehicles 	<ul style="list-style-type: none"> - South Africa <ul style="list-style-type: none"> - Represents 28 OEMs & 39 brands - ~327 dealerships - ~20,3% passenger only new vehicle market share - Vehicle Rental (Europcar & Tempest): ~140 branches & kiosks in Southern Africa, with ~22% rental market share in SA - United Kingdom <ul style="list-style-type: none"> - Represents 14 OEMs & 21 brands - ~93 commercial dealerships - ~35 passenger dealerships - Australia <ul style="list-style-type: none"> - Represents 24 OEMs & 25 brands - ~46 passenger dealerships 	<ul style="list-style-type: none"> - Industry leader in the development, management & administration of innovative vehicle-related financial products & services - Trusted VAPS provider to ~700 000 vehicle owners in SA - Strategic partner to some of SA's largest insurers & banks - Provider of fleet management services, telemetry & business process outsourcing solutions through sophisticated technology & call centre capabilities - Enabler of Group-wide innovation, fintech & data capabilities to discover future mobility needs & unlock new products & services - Custodian of the Group's data warehouse 	<ul style="list-style-type: none"> - Distributor, wholesaler & retailer of parts & accessories for out-of-warranty vehicles - Southern Africa <ul style="list-style-type: none"> - ~539 retail outlets & agencies (120 owned & 419 franchisees), supported by 10 wholesale distribution points - UK <ul style="list-style-type: none"> - ~181 retail outlets, supported by 3 wholesale distribution points - Asia & Europe <ul style="list-style-type: none"> - 3 wholesale distribution points - Distribution centres in SA, Asia, the UK & Europe - Franchise base comprises resellers (Midas & Alert Engine Parts) & specialised workshops
<p>16% of Group revenue 16% of Group EBITDA 11% of Group operating profit</p>	<p>70% of Group revenue 46% of Group EBITDA 42% of Group operating profit</p>	<p>2% of Group revenue 17% of Group EBITDA¹ 24% of Group operating profit¹</p>	<p>12% of Group revenue 21% of Group EBITDA 23% of Group operating profit</p>

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