Motus

Climate management approach

Supplement of the ESG report for the year ended 30 June 2025

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-intensive business.

Climate management approach

This supplement to the Motus ESG report details the financial and non-financial impacts of climate change, and the climate-related risks and opportunities affecting the Group. It provides investors, funders and other stakeholders with information to inform their decision-making. It aligns with the Task Force on Climate-related Financial Disclosures (TCFD) framework, which laid the groundwork for the climate-related financial disclosures of the International Sustainability Standards Board's (ISSB) IFRS S1 (sustainability-related standards) and IFRS S2 (climate change-related standards). Australia has adopted the IFRS S1 and S2 standards, with Motus required to report against this framework from 2026. South Africa (SA) and the United Kingdom (UK) have yet to adopt the standards.

The Group considers the time horizons below in its strategic planning and operations.

Short term: within 24 months.

Medium term: within 24 to 60 months.

Long term: 60 months and beyond.

This report includes cross references to additional information available in the following online content:

- 2025 integrated report.
- 2025 shareholder report.
- 2025 ESG report.
- CDP score report.

Governance and management framework

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.

Board oversight

- **Social, Ethics and Sustainability (SES) Committee:** environmental performance and progress against targets.
- **Audit and Risk Committee (ARC):** climate-related risk.
- **Remuneration Committee (RemCo):** environmental performance linked to incentives.

Management oversight

- Group Executive Committee (ExCo).
- Finance and Risk Review Committees (FRRCs)[1].
- Sustainability Management Committee.
- Property Portfolio Committee.
- Group risk and sustainability function.

Operational teams

- Business segment and regional risk and sustainability teams.

[1] *FRRCs are in place for all Import and Distribution businesses, SA Retail, UK Retail, Australia Retail, SA Vehicle Rental, Mobility Solutions, SA Aftermarket Parts and International Aftermarket Parts.*

1.1 Board oversight

Describe the board's oversight of climate-related risks and opportunities.

The board, at the head of our governance structure, is responsible for ensuring that good governance practices and principles are applied to maintain high standards of accountability, transparency and integrity in the way Motus manages its sustainability-related impacts, risks and opportunities. It is therefore ultimately responsible for ensuring that our climate-related impacts, risks and opportunities are identified, understood and effectively managed through formal processes, robust systems and visible policy compliance across the Group. It meets a minimum of four times a year.

The board considers material climate-related risks and opportunities when reviewing the Group's strategy, risk management framework and financial planning. In this responsibility, the board is assisted predominantly by the SES Committee and to a lesser extent ARC and RemCo.

Material climate- and environment-related matters and metrics are elevated through our governance and management structures to the board quarterly.

Social, Ethics and Sustainability Committee

The SES Committee guides and oversees our ESG-related strategies and their implementation. It monitors the Group's ESG performance, including our progress against our environmental targets and compliance with various environment-related regulations. The committee's agenda includes climate change risk, our environmental strategy, our investment in green projects, and original equipment manufacturer (OEM) plans to supply new energy vehicles (NEVs) to our markets. The SES Committee is responsible for overseeing the quality and integrity of our ESG report, including our climate change reporting. The committee met four times during the year.

In the future, the SES Committee will oversee the development of a net-zero carbon strategy, with greenhouse gas (GHG) emission reduction targets, for the Group.

Audit and Risk Committee

ARC is responsible for ensuring that Motus has a robust and effective risk management framework that is embedded throughout the Group. The committee reviews the impact of ESG-related risks on the Group's risk profile, and oversees the funding for non-insurable climate-related events. Climate change is included in the Group's top ten risks. ARC met four times during the year.

Remuneration Committee

RemCo advises and guides the board on executive director, prescribed officer and senior manager remuneration, including defining the criteria for short- and long-term incentives. For 2025, the criteria included the achievement of electricity and vehicle fuel targets. The committee met four times in 2025.

Governance and management framework (continued)

1.2 Role of management

Describe management's role in assessing and managing climate-related risks and opportunities.

The Group's CEO is the highest decision-maker in the Group and therefore holds ultimate responsibility for the management of climate-related risks and opportunities. The CEO is assisted in this responsibility by the Group ExCo, which meets regularly during a year. ESG is a standing agenda item at Group ExCo meetings. The CEOs of each business segment and regional operation as well as the Head of Risk, Sustainability and People are Group ExCo members.

Each of the Group's business segments and regional operations have their own management structures and boards at which material ESG matters are reported. Both the CEO and CFO attend the business segment and regional board meetings.

The setting of Group guidelines, frameworks and initiatives, as well as the co-ordination of Group environmental data, is the responsibility of the Head of Risk, Sustainability and People, who reports directly to the CEO and to the board through ARC and the SES Committee. The Group sustainability function oversees the Group's environmental management practices and collates data from business segments and regional operations to calculate the Group's carbon footprint.

Risk and sustainability executives or managers within business segments and regional operations, as well as CEOs and CFOs of business segments, regional operations and individual businesses, are responsible for day-to-day environmental management. This includes monitoring and measuring climate-related issues and metrics, and compliance with environmental legislation.

The FRRCs are management committees that support ARC and the SES Committee. Each FRRC in SA meets quarterly and the FRRCs for the UK, Australia and International meet every six months. These committees oversee operational risks and environmental performance, among other matters. The CFO, who chairs some of the FRRCs, and the Head of Risk, Sustainability and People attend FRRC meetings. A standardised agenda applies to all FRRC meetings. Business segment and/or regional CEOs and/or CFOs are required to approve reports from their areas of responsibility prior to FRRC submission.

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2.1 Identify risks and opportunities

Describe the climate-related risks and opportunities over the short, medium and long term.

Physical climate-related risks (short term)

Extreme weather events may:

- Disrupt economies, business operations and supply chains (vehicle and parts production).
- Cause damage to infrastructure, vehicles, property and other assets.
- Increase road accidents and injury to people.
- Impact tourism in SA.

Higher temperatures and lower rainfall will impact the length and severity of droughts, potentially weakening economic growth as well as negatively impacting the availability of materials and resources, food supply, cost of electricity and the resilience of our supply chain, particularly given the geographic concentration from which we import our vehicles (mostly India).

Unusual weather patterns may increase building maintenance costs (already observed in SA and Australia), and more frequent extreme weather events will increase insurance costs to mitigate and cover these events. During the last two reporting years, Motus' average weather-related expenses in SA have increased as well as the expenses or deduction value for weather-related insurance.

Risk exposure movement

▲ Increased

Inherent risk

Residual risk

Outlook

Negative over the medium to long term

Transition climate-related risks (short to long term)

The transition to a low-carbon economy poses the following short-term risks:

- Access to finance increasingly linked to an organisation's climate-related risks.
- High emission taxes, a heightened risk for SA where diesel generators are needed to mitigate power outages.
- The introduction of minimum energy-efficiency standards.
- Higher prices for goods and services.

Over the medium to long term, climate-related
risks include:

- Customer preference for products with lower negative impact on the environment.
- A change in product portfolio or constraint in the supply of internal combustion engine (ICE) vehicles as OEM supply and country regulations shift to lower-emission vehicles. For example, the aggressive adoption targets for plug-in electric vehicles (EVs) in the European Union would adversely impact the export demand for locally produced ICE vehicles and, in turn, the availability of these vehicles in SA.

Reputational climate-related risks (medium term)

Insufficient action to curb GHG emissions and minimise environmental impacts could tarnish our reputation, particularly as public perceptions and expectations change, and new requirements for enhanced emissions reporting are introduced.

Strategy (continued)

2.1 Identify risks and opportunities (continued)

Climate-related opportunities

- Considering environmental aspects in our decision-making (short term).
- Anticipating environmental compliance obligations in all countries of operation (short term).
- Securing additional financing opportunities based on our environmental performance (short term).
- Procuring lower emission vehicles for our rental and company vehicle fleets (medium term).
- Providing battery charging infrastructure at dealerships as a part of our customer value proposition (medium term).
- Growing our renewable energy footprint and reducing our reliance on scarce and costly resources, and to counteract business disruptions from power outages (medium term).
- Automating to deliver efficient, waste-reducing processes that align with customer preferences.
- Leveraging knowledge, experience, practices and processes from businesses across the Group to enhance our response to climate-related issues, particularly for SA.

Climate-related risks: level of control

What we can control

- Operating in an environmentally conscious and responsible manner supported by:
  - Robust environmental targets.
  - Resource efficiency projects.
- Transparent reporting on our environmental impacts and mitigation actions supported by complete and accurate data.
- Understanding, monitoring and planning for the availability of NEVs from OEMs in each country of operation.
- Incorporating carbon tax management in our tax compliance function.
- Ongoing reviews of insurance options for physical risks.

Not in our control but we can have an influence

- The availability and supply of lower carbon emitting automotive products from OEMs.
- National policy and the infrastructure needed to support plug-in EVs.
- Capital to invest in solutions that optimise resource consumption in a low growth environment.
- Environmental performance and climate-related risk mitigation in the supply chain.

2.2 Impact on investment strategy

Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning.

Climate change is included in the review of our strategy, key plans of action, risk management controls and policies, annual budgets and business plans, and major capital expenditures, acquisitions and divestitures. As part of the Group's strategic planning, the SES Committee ensures that budgets are available for our resource efficiency projects.

Financial impact: risks

Risk	Extreme weather events (droughts, hail, floods and wildfires)	Changing temperature (air, freshwater and marine water)	Transition to lower emissions technology and products
Operations exposed to this risk	• Australia • South Africa • United Kingdom	• Australia • South Africa	• Australia • South Africa • United Kingdom
Potential financial impact	**Reduced profit margin and cash flow pressure:** increasing insurance premiums, increasing insurance coverage of assets, increasing maintenance and repair costs, capex to implement infrastructure and asset safeguards, and the costs to relocate operations from badly affected areas. **Revenue decline and working capital strain:** suspended production of vehicles and parts could lead to delayed delivery, lost sales and the need to hold additional inventory, tying up cash in operations. **Reduced revenue:** lost time due to employees being unable to get to work (transportation interruptions) or because their supply of water and electricity at home has been impacted.	**Revenue decline and working capital strain:** lack of raw materials and water shortages could slow the pace of vehicle and parts production and delivery in SA, leading to lost sales and the need to hold additional inventory, tying up cash in operations. This would also likely increase production costs, requiring an increase in the price of the Group's offerings to customers. **Reduced profit margin:** raw materials and water shortages will result in higher prices of the goods and services that the Group needs for daily operations. **Reduced revenue:** lost time due to employees being unable to work as a result of their supply of water at home being impacted.	**Access to capital:** financing facilities are increasingly linked to climate-related risks, impacting the availability of capital required to support growth. **Reduced profit margin and cash flow pressure:** increased direct costs to implement the changes needed to meet regulatory and legal requirements developed to reduce GHG emissions. The prices of the goods and services that the Group needs for daily operations will increase as suppliers also adapt to regulatory changes. **Increased capital expenditure:** additional investment in new products and services with a lower negative environmental impact to meet changing customer demands and protect the Group's market shares from being eroded.
Time horizon	Medium term	Medium term	Medium term
Likelihood	Very likely	Very likely	Likely
Magnitude of impact	Medium to low	Medium	Medium

2.2 Impact on investment strategy (continued)

Financial impact: risks (continued)

Risk	Changing customer behaviour	Transition to water efficient and low water intensity technologies and products	Impact on human health
Operations exposed to this risk	• Australia • South Africa • United Kingdom	• Australia • South Africa	• Australia • South Africa • United Kingdom
Potential financial impact	**Larger working capital requirements:** adapting our portfolio to more expensive NEVs will increase cash tied up in inventory and the cost of sales. **Revenue decline:** the affordability challenges associated with NEVs could result in market contraction, resulting in fewer sales.	**Revenue decline and working capital strain:** water shortages could slow the pace of vehicle and parts production and delivery in SA, leading to lost sales and the need to hold additional inventory, tying up cash in operations. This would also likely increase production costs, requiring an increase in the price of the Group's offerings to customers. **Increased capital expenditure:** certain areas in SA and Australia are at risk of water scarcity, requiring capex to implement initiatives to secure a reliable supply of water. **Reduced profit margin:** water shortages will result in higher prices of the goods and services that the Group needs for daily operations. **Reduced revenue:** lost time due to employees being unable to work as a result of their supply of water at home being impacted.	**Reduced revenue:** lost time due to employees being unable to work as a result of their supply of water at home being impacted or because no water is available at the workplace. Both scenarios have the potential to lead to health issues from inadequate hydration and poor sanitation and hygiene practices. **Reduced profit margin:** increased direct costs to deliver emergency supplies of water to workplaces.
Time horizon	Medium term	Medium term	Medium term
Likelihood	Very likely	Likely	Likely
Magnitude of impact	Medium	Medium-low	Medium-low

2.2 Impact on investment strategy (continued)

Financial impact: opportunities

Opportunity	Use of low-carbon energy sources	Access to sustainability-linked financing facilities
Where the opportunity occurs	• Australia • South Africa • United Kingdom	• Australia • South Africa • United Kingdom
Potential financial impact	**Improved revenue:** investing in charging stations at our dealerships with multiple chargers and branches will provide a new revenue stream and access to a new market. **Increased capital expenditure:** capex required to build and install the new charging infrastructure, including renewable energy sources and battery energy storage systems.	**Access to capital:** the Group's ability to measurably reduce its environmental impact provides access to capital at lower and more favourable rates.
Time horizon	Medium term	Medium term
Likelihood	Very likely	Virtually certain
Magnitude of impact	Medium-low	Medium

2.3 Resilience of investment strategy

Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

Motus conducts limited climate change scenario analyses as part of disaster recovery and business continuity planning for high-value sites in line with insurance requirements, and to identify supply chain vulnerabilities given the geographic concentration from which our products are sourced. These scenarios are not reported.

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Risk management

3.1 Processes for identifying and assessing risks and opportunities

Describe the processes for identifying and assessing climate-related risks.

Our integrated risk management framework covers the risks and opportunities (both current and emerging) associated with our strategy, and present in our internal and external operating environments. Climate-related risks are identified for our operations, suppliers and the rest of the value chain. Our risk assessments, conducted quarterly, consider risks experienced during the quarter as well as the risks the Group is likely to be exposed to in the next six to 12 months. Emerging risks – risks whose extent, nature and timing are uncertain – are monitored until they are formally assessed and incorporated into our risk profile.

Each business segment and regional operation identifies and assesses the risks, including climate-related risks, they are exposed to and quantifies the potential impact. The Group ExCo and FRRCs review business segment and regional risks quarterly and elevate these to the Group risk function, which consolidates the risks for inclusion in the Group risk register.

All risk registers (business segment, regional and Group) are reported to ARC, and the board's sub-committees receive regular reports and periodic assurance on the risks that pertain to their respective areas of oversight. For the SES Committee, this includes quarterly climate-related risk assessments, including their potential impacts, our responses and key performance indicators (KPIs). The Group risk register facilitates oversight of the Group's most material risks and is reported to the board quarterly.

3.2 Processes for managing risks and opportunities

Describe the processes for managing climate-related risks.

Governance and structure

Risk management framework

Provides the foundation and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management.

+

The board and its sub-committees

Responsible for risk governance and ensuring that formal processes are implemented to effectively manage the risks facing the Group.

+

Group ExCo and FRRCs

Responsible for managing all risks and implementing relevant risk governance processes, standards, policies and frameworks.

3.2 Processes for managing risks and opportunities (continued)

Integrated risk management framework

Our integrated risk management framework promotes responsible risk-taking and covers ESG-related risks and opportunities. It is embedded in our business activities and decision-making processes Group-wide, and articulates how we identify, evaluate and mitigate risks and realise opportunities. The board approves the integrated risk management framework annually, and oversees management's implementation and execution of the framework in day-to-day operations. ARC, the Group ExCo and the FRRCs assist the board in these responsibilities. The board receives regular reports and periodic assurance on the effectiveness of the Group's management of risk.

The board-approved risk appetite and tolerance set out the amount and type of risk that the Group is prepared to pursue, retain or take in pursuit of its strategic priorities and value creation.

Our integrated risk management framework

1 Governance

- Develop frameworks and policies to manage individual material risks.
- Define the risk appetite and tolerance framework.
- Ensure appropriate oversight (ARC, SES Committee and FRRCs etc.).
- Implement an effective risk and compliance organisational structure.
- Collaborate with assurance functions.

2 Enterprise risk management

- Identify risks using risk registers and compliance self-assessments (CSAs) etc.
- Assess and prioritise risks.
- Mitigate risks through controls such as business continuity plans.
- Monitor risk exposure and ensure exposure falls within the Group's tolerance levels.
- Report on risks and their mitigation.

3 Risk culture

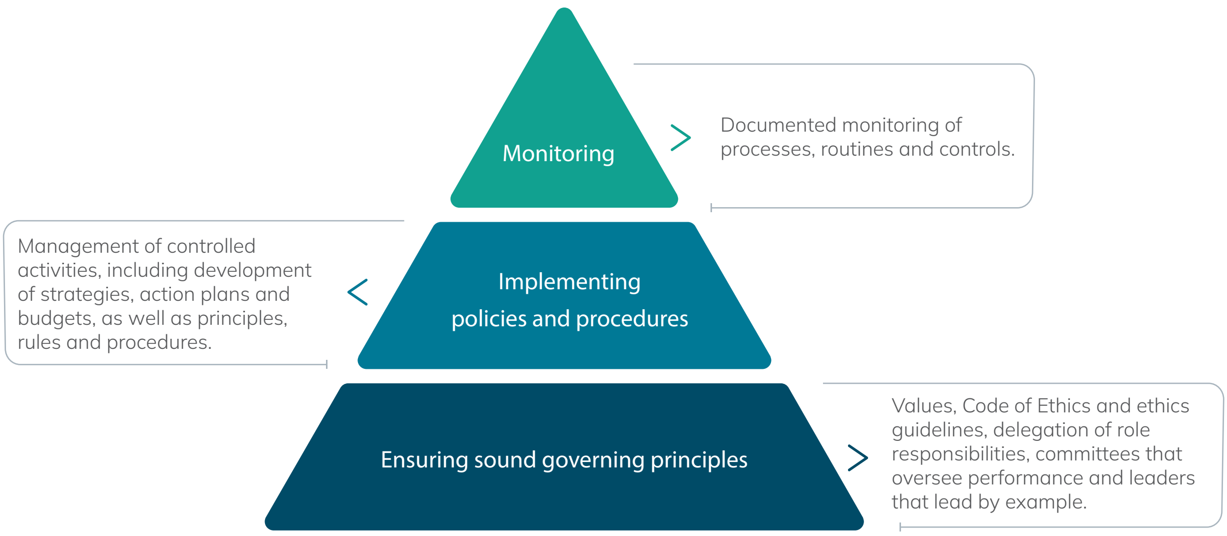
- Engage with senior executives and FRRCs.
- Ensure transparent communication about risks across the Group.
- Employee education and training.

4 Resources

- Attract, develop and retain talent to ensure risk management teams are effective.
- Implement risk management tools and technology such as risk management information systems and whistle-blowing hotline etc.

Integrate with business activities

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



Our internal control hierarchy

Risk management (continued)

3.2 Processes for managing risks and opportunities (continued)

Compliance self-assessments

The Group-wide CSA Programme is a management tool that assesses and improves the control environment. The tool enables us to identify and implement actions to remedy any deviations from documented risk, financial and operational business processes and Group directives and frameworks. Over 2 460 employees across divisions and Group functions are involved in the monthly CSA. The programme cultivates a stronger risk awareness, reinforces our governance framework, and supports the early detection of key concerns so that they are quickly addressed. Oversight takes place at operational management level for all business areas with additional monitoring for larger operations. This is then collated into business segment and regional reporting. The programme does not apply to Australia Retail, where a different monitoring and reporting process has been implemented.

Three lines of defence

All three lines of defence report to the board, either directly or through ARC and the SES Committee.

First line of defence	Second line of defence	Third line of defence
Management	Risk management, compliance, legal, governance and quality control functions	Internal audit, external audit and other independent assurance providers
Responsible for the identification and management of risks in line with agreed risk policies, procedures, appetite, tolerance levels and controls at an operational level.	Responsible for overseeing and monitoring various risks and developing appropriate tools to effectively manage these risks.	Offers oversight and assurance to the board and management on the adequacy and effectiveness of the controls implemented. Assurance is provided within a specific scope as agreed by management and/or oversight committees, and can be governed by regulatory and legislative requirements.

Priorities

Environmental guidelines and frameworks

Our environmental guidelines and frameworks ensure that all business segments and regional operations are aware of their environmental obligations and reporting responsibilities. The Group sustainability function works with business segments and regional operations to embed the guidelines and frameworks, and to develop and implement climate change mitigation plans. Business segment and regional standard operating procedures are regularly reviewed to identify system and resource usage efficiencies and opportunities to achieve our environmental targets.

Business segments and regional operations are required to comply with all relevant environment-related legislation across their operating jurisdictions, including regulations relating to carbon emission tax.

Resource efficiency and renewable energy

We invest in initiatives that improve our resource efficiency, for example, energy-efficient technology, solar photovoltaic (PV) systems for cleaner energy, light emitting diode (LED) replacements and alternative sources of water (rainwater harvesting systems, boreholes and wastewater recycling), among others. Within the Import and Distribution and Aftermarket Parts business segments, optimised inbound logistics and delivery routes are gaining focus.

In SA, between 10% and 15% of our investment[1] in new building and property upgrade projects is allocated to efficient infrastructure and green solutions.

The Property Portfolio Committee ensures that all solar PV installations in SA meet operational and capital expenditure requirements and provide commercial benefits. This includes assessments of site energy needs, energy-efficiency improvements and suitable energy solutions as well as understanding key dependencies to achieve forecasted savings. The committee also tracks return on investment.

In the UK, Pentagon Motor Group and Motus Commercials have formal energy management programmes, and in Australia we intend to implement solar PV systems across all owned sites by 2026.

The cost and logistics of investing in solar PV systems prohibits their installation across the entire site network.

[1] *Applies to our owned buildings.*

Risk management (continued)

3.2 Processes for managing risks and opportunities (continued)

Priorities (continued)

Waste management

Our waste management processes are set out below.

Environmental protection

- Reduce waste generated.
- Promote recycling and, where possible, the reuse of natural and manufactured resources.
- Ensure the correct and safe disposal of hazardous waste.
- Increase employee awareness of resource conservation and responsible usage.

Compliance and certificates

- Ensure the safe handling, storage and disposal of hazardous materials.
- Comply with all waste management and health and safety regulations.
- Obtain the necessary certificates for the safe disposal of waste, especially hazardous waste and including recycled waste.
- Obtain all necessary permits and licences to manage waste.
- Report to the relevant regulatory bodies, as required.

Monitoring and reporting

- Monitor and track consumption to identify improvement areas.
- Implement projects to drive waste reduction.
- Properly sort waste for disposal, reuse or recycling at source.
- Partner with licenced waste management service providers able to provide certificates and accurate and complete data.
- Ensure consistent and complete reporting, subject to quality and assurance processes.

Business segments and regional operations are required to implement the Group's waste policy as a minimum, together with their own protocols depending on their waste impact, business activities and national waste legislation. The UK and Australia have strict waste regulation requirements with which we comply. In SA, all dealerships have a dedicated waste data capturer and business segments report on their waste management to their relevant FRRC. In time, we intend to assure our waste data.

Motus

3.2 Processes for managing risks and opportunities (continued)

Priorities (continued)

The sustainability management system collates and tracks environmental and emissions data monthly from all business sites, covering owned, partially owned and leased sites in Africa, the UK, Australia and Asia. Head office, operational management and external assurance providers perform data quality checks. The system is dynamic, accommodating our constantly changing site footprint and activities. Environmental KPIs and incentives for business segments and regional operations drive improved data capturing.

Users receive training on the system and to reinforce the importance of accurate and timely reporting. Further assistance is provided through guidance materials, technical support and the Group sustainability function.

In the UK Retail business, all employees have access to an underlying health, safety and environmental system to report all environmental incidents, environmental assessments and waste transfers.

Environmental training and awareness

Environmental training and awareness at Group, brand and business level aim to influence employee behaviour and gain employee support for achieving our environmental targets and objectives.

Supply chain

Our supply chain code of conduct sets out our expectation of our suppliers in terms of preventing and/or mitigating environmental impacts that their business activities may cause or contribute to, or which may be directly linked to their operations, products or services by their business relationships. The assessment of our suppliers' climate adaptation and mitigation performance is limited.

Stakeholder engagement

Our OEM partnerships allow us to keep abreast of advancements in NEV rollout. Our industry and business forum memberships give us insight into upcoming regulatory changes relating to carbon reduction, and provide a platform for us to contribute towards related policy development. As members of the National Business Initiative, we have insight on its Climate Pathways project, which aims to develop and manage a robust and well-researched plan and policy framework for SA's just transition to a lower-carbon economy. The CEO of Aftermarket Parts is a member of the Nexus[1] ESG committee, which participates in global plans to benchmark the parts industry's ESG activities to worldwide standards.

Link to remuneration

The short-term incentives of the CEO, CFO, executive director, prescribed officer and Company Secretary are all linked to achieving our environmental targets. The link between performance and remuneration also applies to select divisional ExCo members.

3.3 Integration into risk management processes

Describe how the processes above are integrated into existing risk management processes.

See 3.1 and 3.2 above.

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[1] *The largest automotive global parts buying group.*

Metrics and targets

4.1 Disclose metrics

Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.

Motus measures the metrics below to assess climate-related risks and opportunities.

Water
- Water purchased from municipalities.
- Water intensity ratio.
- Water consumed from alternative sources.

Waste
- Waste recycled (batteries, used oil, paper, tyres, cardboard, metal and plastic).

New energy vehicle sales
- Motus NEV sales.

We also keep track of:
- Global NEV sales.
- NEV sales in our markets of operation.
- Availability of NEV models.
- Competitor activity in NEV sales.

Energy
- Electricity purchased.
- Vehicle fuel.
- Natural gas used.

Carbon footprint
- Scopes 1 and 2 emissions.
- Carbon intensity ratio.
- Carbon tax.

Note: the updated 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 business segments and regional operations, a decision was taken to not report our Scope 3 emissions (air travel) until such time as the system has been fully implemented across the Group.

	Key metrics and aspects	Highest level of oversight	Frequency
	Environmental performance		
Group	• Performance against environmental targets with limited assurance for vehicle fuel and electricity **Targets:** water, electricity and vehicle fuel consumption	External auditor	Annually
	• Carbon footprint (limited assurance)	External auditor	Annually
	• Waste generated and recycled, spills and environmental compliance	Board	Quarterly
SA	• Energy performance certificates	Accredited body	Every five years
UK	• ISO1400[1] certification of Motus Commercials	Independent ISO body	Every three years

[1] *ISO14001: the international standard for an effective environmental management system.*

Metrics and targets (continued)

4.2 Disclose emissions

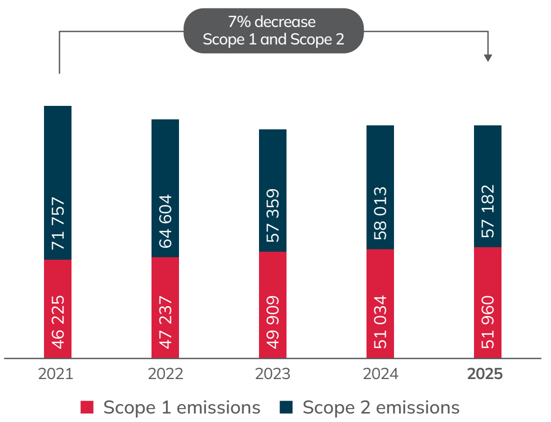
Disclose Scope 1, Scope 2, and, if appropriate, Scope 3, GHG emissions, and the related risks.

Our carbon footprint is calculated using the operational control approach (all facilities where we have full authority to implement operating policies), covering SA, the UK, Australia, South East Asia and Southern and East Africa. The bulk of our operations remain in SA with a growing footprint in the UK. We operate 767 sites globally, owning 204. Of our owned and leased sites, 84% and 58% are located in SA, respectively. The Polish and Milton Keynes (UK) distribution points will be included in our carbon footprint from 2026.

	2025	2024	2023
Full-time employees	**20 131**	20 156	19 817
Floor space (m²)	**4,2 million**	4,1 million	3,9 million
Dealerships (m²)	**3,2 million**	3,2 million	3,1 million
PDCs[1] (m²)	**0,8 million**	0,8 million	0,7 million
Corporate offices (m²)	**148 000**	120 000	98 000
Revenue (Rbn)	**113**	114	107

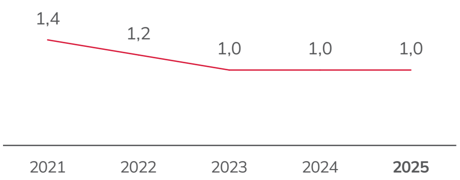
Carbon footprint

Carbon footprint trend over five years (tCO_2e)

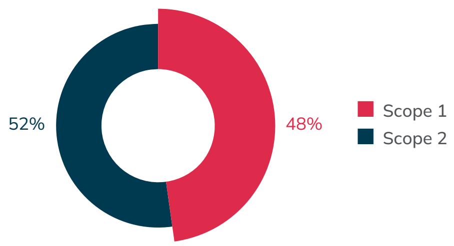


Note: external limited assurance provided by Deloitte on the 2025 Scope 1 and Scope 2 emissions.

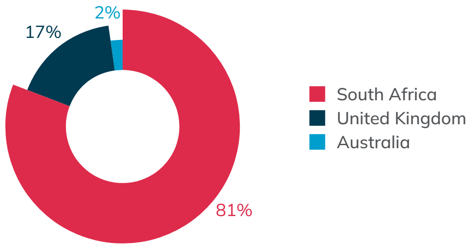
Carbon emissions intensity (tCO_2e per Rbn)



Carbon footprint breakdown



Carbon footprint per region



Note: South East Asia and Rest of Africa account for less than 1% of emissions.

[1] *Parts distribution centres.*

Metrics and targets (continued)

4.2 Disclose targets

Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.

To ensure that our operational targets are fair and realistic, they are reviewed annually. Adjustments are made for acquisitions, disposals and movement between business segments, as well as changes in site activity, for example an office environment versus a workshop or PDC, where the quantum and type of resources consumed differ.

When setting targets for each business site, we consider the key drivers of consumption, past performance and the impact of projects. Site-level targets are consolidated into Group targets, with annual baseline adjustments to reflect operational changes.

The following five measurement principles apply:

1. Every physical location must have one unique site registered on the sustainability management system.
2. If a building site fundamentally changes its operations, such as adding or closing a franchise, the change must be formally logged on the system and metrics must still be reported. A new target will be set.
3. Where a business moves in terms of its reporting lines, the move must be formally logged on the system and targets still apply.
4. Metrics are to be reported for acquisitions and material expansions; however, the measurement of change will only start from the following financial year after adjustments have been made to accommodate new targets.
5. Business segments and regional operations are allowed to change targets for their various sites; however, the total target for the business segment or regional operation remains the same.

Environmental targets

	Initial baseline 2024	**2025 target**	Realised value	Target met	2027 target
Vehicle fuel consumption (litres)[1]	18 596 962	**18 966 032**	19 085 802	×	18 951 833
Electricity consumption (MWh)	69 111	**68 563**	66 618	✓	67 665
Water purchased (kilolitres)	698 732	**688 707**	640 460	✓	688 555

✓ Achieved | × Missed

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Review of 2025 environmental performance

- 2025 ESG report.
- 2025 Integrated report.

[1] *Vehicle fuel consumption used in our company fleet – excludes the customer vehicle rental use.*